

The Law Society of
Upper Canada

Barreau
du Haut-Canada

2003 e-MAR

Annual Report 2003 Performance Highlights



The Law Society of Upper Canada

Annual General Meeting, 2004

WEDNESDAY, MAY 12, 2004

AT 5:15 P.M.

OSGOODE HALL, TORONTO

ORDER OF BUSINESS

Minutes of the previous Annual General Meeting

Report of the work of the Society and
the committees of Convocation

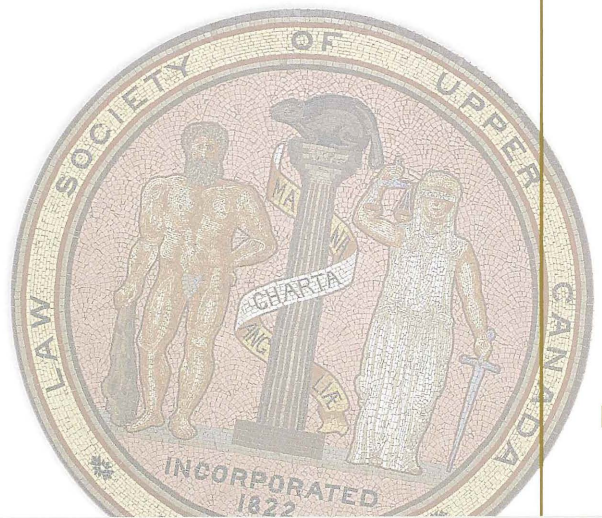
Presentation of the audited financial statements

Matters of professional interest that are related
to the work of the Society

The Law Society of Upper Canada

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Engaging today's Bar for tomorrow's profession

It was a great honour last June to be elected Treasurer of the Law Society. I feel privileged to serve in this role at a time when so many and diverse issues that impact the public are facing the legal profession.

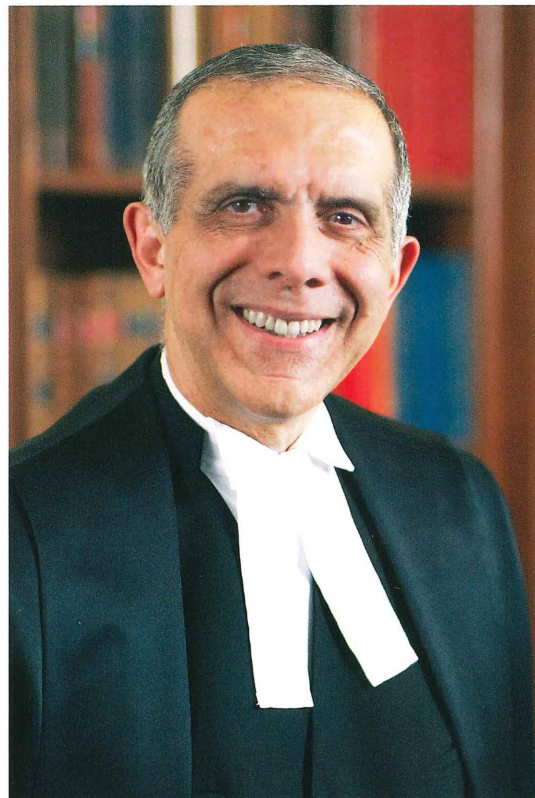
Not only did I assume the role of Treasurer in 2003, but my colleagues were themselves newly elected or re-elected to Convocation. In fact, one quarter of benchers have been elected for the first time. The Lieutenant Governor of Ontario also appointed six non-lawyers as benchers and re-appointed two to represent the public in Convocation.

I thank all our members who took time to consider the candidates and the issues, and cast their votes, as well as all the lawyers who ran for bencher. On behalf of the Law Society, I also extend gratitude and appreciation to those benchers who completed their terms last May, for their dedication and service to this profession and to the public.

I also thank the membership for re-electing me as a bencher. This allowed me to be chosen to serve as your Treasurer. During my term, I hope to continue to meet with you, find out what is important to you and engage you in key issues that are altering the legal landscape in Ontario.

I believe in the value of consultation and in the role it can play in driving success. We are a profession of over 34,000 lawyers serving a diverse population of over 12 million people. By working together, we can best serve the public interest.

In 2003, increased collaboration, consultation and consensus-building – among benchers, members of the Bar, government and our many stakeholders – proved key to several policy initiatives undertaken by Convocation.



Our Task Force on the Continuum of Legal Education completed its work in 2003. The Task Force consulted widely with students, lawyers, educators, community and equity-seeking groups, other legal organizations and law deans from all Ontario law schools. The Task Force presented its final report to Convocation recommending significant reforms to the admission and licensing program. In December 2003, Convocation approved a new process that will consist of:

- A skills and professional responsibility program and assessments;
- Two licensing exams – which includes a barrister examination and a solicitor examination, each with a professional responsibility component; and,
- An articling program.

There will be increased emphasis on training in practice management, skills and professional responsibility. These areas are vital to the development of competent professionals.

A survey of the profession is a central component of the work of the Task Force on Sole Practitioners and Small Firms, which is well underway. Established in March 2003, the Task Force is looking at the status of sole practices and small firms today, to help ensure that people, particularly in smaller communities, continue to have access to the legal services they need.

More than half of practising lawyers in Ontario are in firms of five or fewer lawyers and yet there has been a striking decline in the number of

permanent basis in those jurisdictions party to the agreement.

Government is often a key partner in fulfilling our mandate. Be it moral support, a policy, regulatory or legislative change, working well with the provincial and federal governments helps us achieve greater access to justice. Paralegal regulation is an example of our interdependence.

The Law Society has long advocated the need for protection for consumers who use paralegal services – just as there is for those who use legal services. Consumers, the courts, members of the profession and the Attorney General of Ontario agree that the status quo is unacceptable. In a letter the Attorney General sent me in December 2003

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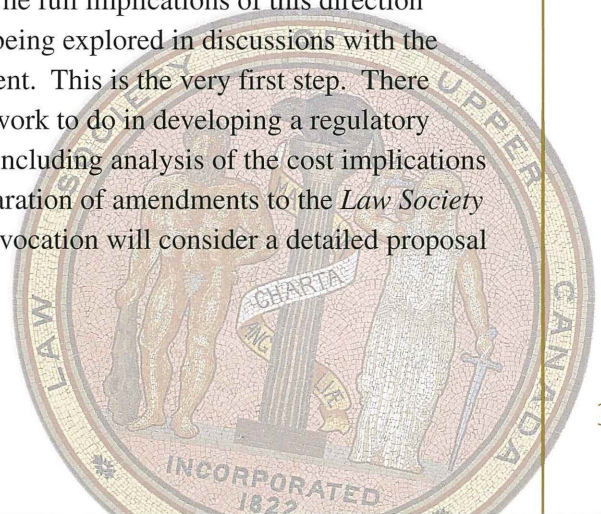
lawyers becoming sole practitioners. As sole practitioners and small firms are more likely to provide legal services to individuals (as opposed to corporations), such a decline could impact the public's access to legal services and their ability to access justice. That's why we're investing in extensive research on this issue.

A survey of the membership was conducted in December of 2003. The Task Force is analyzing the findings and will develop recommendations for Convocation to consider in 2004.

Another successful policy initiative was the *National Mobility Agreement*, which came into force on July 1, 2003, in most Canadian jurisdictions. Its implementation enables lawyers to better serve their client needs by practising law across provincial borders on both a temporary and

and in an address he made to Convocation in January 2004, he indicated interest in resolving this long-outstanding issue, and asked if the Law Society would be prepared to regulate all legal services in Ontario including services offered by paralegals.

Convocation agreed in principle that the Law Society should regulate paralegal services and that the government should legislate an appropriate model. The full implications of this direction are now being explored in discussions with the government. This is the very first step. There is much work to do in developing a regulatory scheme, including analysis of the cost implications and preparation of amendments to the *Law Society Act*. Convocation will consider a detailed proposal in 2004.





I was pleased that the long-standing copyright issue was resolved by the Supreme Court of Canada. Lawyers need fair access to legal materials to provide clients with the best possible legal representation.

In 1993, publishers CCH Limited, Thomson Canada Limited, and Canada Law Book sued the Law Society in the Federal Court of Canada, claiming the Great Library not-for-profit photocopy service infringed their copyright. Over the last 11 years, previous Treasurers and Convocations had the determination to pursue this important access to justice issue before the courts, ultimately leading to a landmark judgment from the Supreme Court of Canada in March 2004.

If the Law Society had not proceeded with its appeal, the impact on lawyers and their clients would have been costly in that the publishers would have been able to charge fees for access to certain legal materials.

The unanimous ruling in *The Law Society of Upper Canada v CCH Limited, Thomson Canada Limited and Canada Law Book* enables members of the legal profession to access copies of court decisions and other legal materials without fear of copyright infringement.

This ruling is significant as it ensures lawyers can conduct the research they need to effectively advise clients, give opinions, argue cases, prepare briefs and factums – in essence, to help provide clients with access to justice. Its far-reaching implications on user-rights will be felt across Canada and worldwide.

This is particularly important to those in smaller communities, who do not always have immediate access to court decisions from their local law libraries – many of which rely on the Law Society's Great Library for information. This court decision allows them to continue to access these materials.

These are only a few of our successes over the past year. Further details about our policy initiatives can be found in the Policy Making section of this report.

As I approach the end of my first full year as Treasurer, I am optimistic about the opportunities that are still ahead for Convocation and for the profession.

To my fellow benchers, I extend my heartfelt gratitude to you for your support and for demonstrating your confidence in me to serve as your Treasurer – it is truly a humbling experience. I will do my utmost to serve as those before me have served – with integrity, respect and in the finest traditions of the Bar.

I thank the former Treasurer, Professor Vern Krishna, Q.C., because he has left us in a very solid state – a national profession – as a result of the mobility accord that he was instrumental in engineering.

I also thank our Chief Executive Officer Malcolm Heins for his steady leadership, advice and support in overseeing the successful implementation of decisions made by Convocation.

I look forward to working together to embrace the challenges and opportunities we have as a profession and to take further initiative on policy fronts that enable us to govern more effectively in the public interest. ♦

Treasurer Frank Marrocco, Q.C.

Reaching out to those we serve...



Over the past three years the Law Society has focused its efforts on providing services and developing initiatives that proactively meet the needs of the lawyers and citizens of Ontario. In 2003 the results of these efforts became clear.

We reached out to our different constituencies and took initiative to identify their needs. We did so by: improving our technology, expanding our consultations with law associations and community groups and partnering with new organizations. We communicated in new ways. We were out front on issues that will impact the profession and access to legal services.

As a result of strengthening and expanding our relationships in the legal community and with the public, the Law Society is well positioned to continue to deliver on its mandate in a more proactive and responsive manner.

We're bringing learning opportunities directly to lawyers across Ontario – in their communities. In 2003, we capitalized on technological advances to launch new learning methods including our Interactive Learning Network, teleseminars and Web streaming on Bar-eX. We enhanced the capabilities of our student e-Learning site and made the Bar Admission Course reference materials available online for free to members, 3,182 of whom downloaded the information. We also continued to bring customized training programs to lawyers and firms to help them meet their obligations under the *Ontario Human Rights Code*.

We're broadening the borders of practice and lawyers' ability to serve client needs. The *National Mobility Agreement*, which took effect July 1, 2003, allows lawyers to



practise in many Canadian jurisdictions for up to 100 days or transfer without having to write any exams.

We're helping lawyers connect with organizations that need pro bono services across Ontario. We are proud to support the work of Pro Bono Law Ontario in promoting access to justice.

We're helping today's students become tomorrow's lawyers through our outreach initiatives. We coordinate workshops, career sessions, co-op opportunities and one-on-one mentoring for high school students through our Mentorship Program. We help students in need pay their Bar Admission Course tuition through our Repayable Allowance Program. We support the Ontario Justice Education Network and its work to raise student awareness of the justice system, how it works, how to access it and career opportunities.



We're broadening our partnerships with groups in equality-seeking communities to help make the profession and legal services more accessible. We've had record turnouts for our joint public education events, with increasing numbers of students, lawyers and general public attending.

We're helping to inform the public about how to find a lawyer. A trusted source, our Lawyer Referral Service continues to be one of the most accessed referral services. Last year, we received 72,275 calls for help finding a lawyer. We're expanding our marketing efforts to inform even more people about this public service in 2004.

We're maximizing technology to communicate with lawyers and the public. More people than ever before are coming to our Web site, which surpassed 10 million hits per month in 2003. It is the go-to site for information about the practice of law in Ontario.

As a result of strengthening and expanding our relationships in the legal community and with the public, the Law Society is well positioned to continue to deliver on its mandate in a more proactive and responsive manner.

Our Web site is a valuable reference for students planning on entering the profession, for the public looking for a lawyer, and those looking for direction to other legal resources – including legal aid, pro bono services and equity and diversity links. We're also communicating more frequently with nearly 22,000 lawyers through broadcast e-mails on important issues and breaking news.

We're helping lawyers access our programs and services through one contact number. One call to our Member Resource Centre at (416) 947-3315 or toll-free at 1-800-668-7380, ext. 3315 and

lawyers can change contact information, pay fees, inquire about programs such as Specialist Certification, register for CLE programs and more.

We're giving guidance to lawyers who have practice questions. We help direct lawyers to appropriate resources when they need clarity around the *Rules of Professional Conduct*, by-laws or other regulations. We also connect lawyers who have substantive legal questions with mentors.

We're constantly asking for input from the profession, the public and other interested stakeholders through both formal and informal consultations. We asked for feedback on important issues such as the continuum of legal education and the future of sole practices and small firms.

This changing focus and culture at the Law Society is assisted by our healthy financial position. We're managing our finances to such a degree that

lawyers' fees are the lowest they have been in over a decade. Over the past three years, we have reduced member fees by 19 per cent. We have a sustainable budget that continues to provide predictability for future fees and funding to both fulfill our mandate and prepare us for unexpected contingencies.

The Law Society is a different organization and the people we serve are viewing us differently. We are increasingly the first point of contact on issues of access to justice by lawyers, the public, government, media and others.

For example:

- The public continues to turn to us when they need a lawyer, want to find out what options are available and how to resolve complaints they may have.
- Lawyers are increasingly participating in our continuing legal education programs because we have made them easier, more cost-effective and more responsive to their needs.
- Community groups, schools and other partners increasingly want to work together with us to promote access to justice issues.
- Other legal organizations in Ontario and other jurisdictions seek our involvement on broader national and international issues because of the leadership we've shown and successes we've achieved.

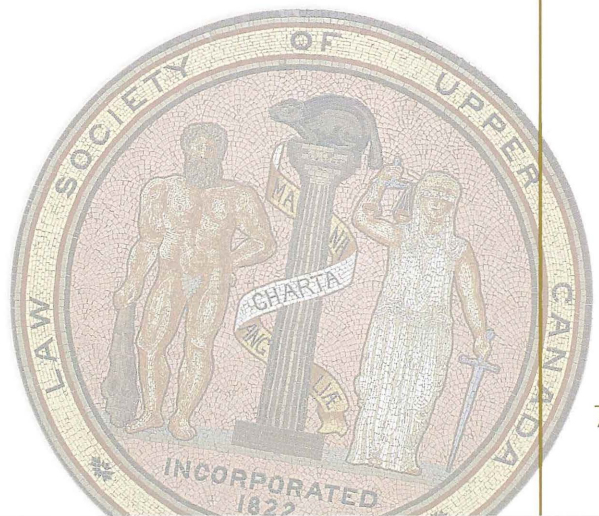
Essential to creating this new organization are the people who work here and provide the highest level of service. Whether working on the front lines in the Client Service Centre or behind the scenes updating member files and investigating complaints, every employee of the Law Society makes a significant contribution.

We're also extremely proud of the fact that Maclean's Magazine selected the Law Society as a Top 100 Employer last Fall. This type of recognition assists our efforts to recruit and retain the right people so we can continue to serve and reach out to our members and the public.

I offer my sincerest appreciation to all staff, the many community and legal partners with whom we have worked with for years, and those with whom we have just started building relationships.

I would like to recognize those benchers who finished serving their term in May 2003. In addition, I welcome our new Treasurer and benchers with whom I look forward to continuing to work on the implementation of policy decisions. ❖

Malcolm Heins, Chief Executive Officer



The Law Society of Upper Canada was founded in 1797 as the regulating body for lawyers. Its mandate is to govern the legal profession in the public interest by ensuring that the people of Ontario are served by lawyers who meet high standards of learning, competence and professional conduct, and by upholding the independence, integrity and honour of the legal profession for the purpose of advancing the cause of justice and the rule of law.

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Since its creation, the Law Society has grown from 15 lawyer members to being the largest Bar in Canada with 34,600 members. The Law Society annually admits between 1,100 and 1,200 new members to the profession at its Call to the Bar ceremonies.

HOW THE LAW SOCIETY IS STRUCTURED

The Law Society's affairs are governed by 48 directors known as benchers. The board of directors includes 40 benchers elected by members of the legal profession every four years, and eight lay benchers who are non-lawyers appointed by the Ontario government. There are also a number of ex-officio benchers, such as former Attorneys General and former Treasurers. The Law Society of Upper Canada was the first professional body in Ontario to officially include public representation.

In 2003, the Law Society conducted a Bencher Election and lawyers across the province voted for their new governing body. In addition, the Lieutenant Governor of Ontario appointed six new lay benchers and re-appointed two lay benchers.

Benchers meet monthly to formulate policy on matters related to the governance of the legal profession at a forum called Convocation. Additional bencher

responsibilities include participation on various Law Society committees and sitting on hearing panels to hear conduct, capacity and competence cases.

The head of the Law Society is called the Treasurer, who presides over Convocation. In June 2003, following the Bencher Election, benchers elected Frank Marrocco, Q.C., to serve as Treasurer of the Law Society.

Once benchers decide on policy direction, Law Society staff implement and operationalize these policies. The Chief Executive Officer (CEO) is responsible for overseeing this implementation by various departments, which include: Policy and

Legal Affairs, Professional Regulation and Professional Development and Competence. Support areas include Equity Initiatives, Human Resources, Communications and Public Affairs, the Client Service Centre, Information Systems, Finance and Facilities.

HOW THE LAW SOCIETY GOVERNS IN THE PUBLIC INTEREST

The *Law Society Act* authorizes the Law Society to educate and license Ontario's lawyers and regulate their conduct and competence.

Membership in the Law Society is granted to those who meet certain educational and "good character" requirements. Only members of the Law Society whose rights and privileges are not suspended may practise law.

Governing in the public interest is the driving force behind the creation and provision of the Law Society's programs and services – from offering the Bar Admission Course (BAC) and calling new lawyers to the Ontario Bar, to enforcing the *Rules of Professional Conduct* and investigating and resolving complaints against lawyers, and operating the Lawyers Fund for Client Compensation.

The Law Society also supports students' and members' life-long learning by developing and offering resources that focus on a continuum of learning to help them provide quality and competent legal services throughout their careers. These resources include a wide array of programs and services for lawyers such as Continuing Legal Education (CLE), Practice Management Guidelines and library services.

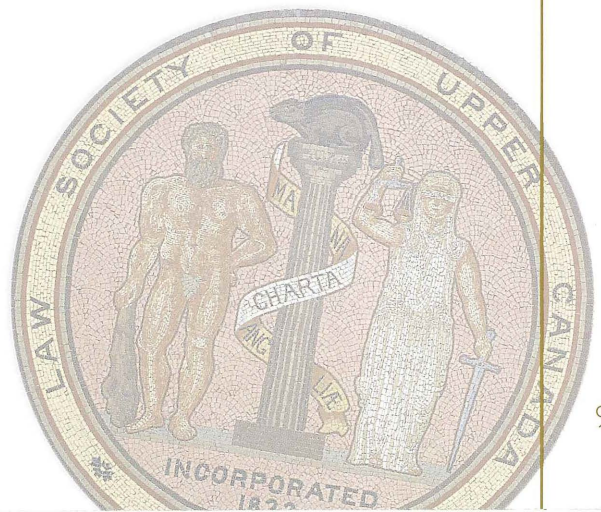
SERVING THE PUBLIC AND COMMUNITIES

The Law Society offers several programs and services to help the public access the legal services and information they require, and advocates for policies to make legal services affordable and accessible to all.

For example, the Law Society helps connect people to appropriate legal services through its Lawyer Referral Service (LRS). In 2003, this popular public service received 72,275 calls. The LRS provides callers with the name and number of a lawyer who will help them determine if they need legal services and what their rights and options are.

The Law Society also supports other programs that provide legal services and education to people most in need such as Pro Bono Law Ontario and the Ontario Justice Education Network.

The Law Society encourages those from diverse backgrounds to consider law as a career by matching lawyers with interested high school, law school and Bar Admission Course students, as well as junior lawyers for mentorship opportunities. For lawyers and law firms, the Law Society offers customized equity and diversity training programs and tools to assist lawyers in meeting their obligations under the *Ontario Human Rights Code*. ❖



How we govern in the public interest...

The role of policy making...

Major policy issues and initiatives in 2003

- Aboriginal Residential School Litigation Guidelines
- Access to Justice Symposium
- Benchers Election
- Complaints Review Commissioner By-law
- Continuum of Legal Education Task Force Report
- Discrimination and Harassment Counsel & Alternate Appointments
- Equity Advisory Group Appointments
- Enhanced Specialist Certification Program
- Foreign Legal Consultants Policy
- Law School Tuition Fees
- Legal Aid Tariff Reform
- Legal Information Study
- Model Policies - *Flexible Work Arrangements* and *Workplace Equity in Law Firms*
- Money Laundering Legislation
- National Mobility Agreement
- Paralegal Regulation
- Private Practice Refresher Program
- Regulation of Immigration Consultants
- Sole Practitioner and Small Firm Task Force
- Task Force on Electronic Access to Court Records
- Treasurer Election

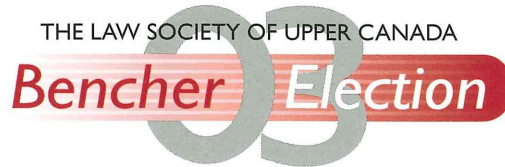
The mandate of the Law Society of Upper Canada is well defined in its role statement.

Central to this role is the development and implementation of policies that help the Law Society achieve its mandate. The Law Society takes seriously its leadership role in identifying developments, changes and trends in Canadian law and the legal landscape, and addressing the needs of those it serves. This means being at the forefront of major policy issues at a provincial, national and even international level.

In 2003, numerous policy issues dominated much of the attention of the Law Society's governing body, known as Convocation. The benchers of the Law Society continued to develop and approve policies on many public and legal issues, which Law Society staff then implemented through its programs, products and services. While the list of issues is extensive, the following are some of the year's highlights.

Governing in the public interest

2003 BENCHER ELECTION



Every four years, the Law Society of Upper Canada holds elections for its governing body, in accordance with the *Law Society Act* and *By-Law 5* made pursuant to the *Law Society Act*.

In 2003, Ontario lawyers elected 40 benchers – 20 from inside Toronto and 20 from outside Toronto. Eight of the 40 are regional benchers, who are the candidates who received the highest number of votes from voters in their own electoral region.

The remaining 32 benchers include the 13 candidates from outside Toronto who received the most votes from all voters, and the 19 candidates from inside Toronto who received the most votes from all voters. The eight electoral regions conform to the boundaries of the provinces' judicial districts.

A total of 12,363 valid ballots were cast by secret ballot (37 per cent of over 33,000 lawyers eligible to vote).

In addition to the 40 elected benchers, Convocation also includes eight lay benchers – members of the public appointed by the Ontario government. Six new lay benchers were appointed in 2003 and two lay benchers were re-appointed. There are also a number of ex-officio benchers, including former Treasurers, former Attorneys General and life benchers, who have been elected and served as a bencher for four consecutive terms.

Benchers devote long hours of service to the Law Society by participating in policy-making in Convocation and in committees dedicated to issues such as professional development and competence, professional regulation and Law Society finances.

They also dedicate substantial time as members of the Law Society's hearing and appeal panels.

New benchers took office on May 22, 2003, the first sitting of Convocation after the election.

On June 26, 2003, benchers elected Frank Marrocco, Q.C., to serve as Treasurer of the Law Society, replacing outgoing Treasurer, Professor Vern Krishna, Q.C.

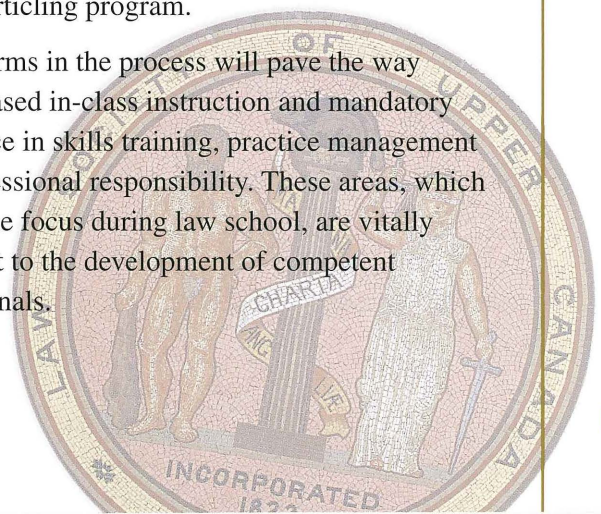
CONTINUUM OF LEGAL EDUCATION TASK FORCE

In December 2003, the Law Society approved a recommendation to significantly reform its admission and licensing program for people who wish to enter the legal profession in Ontario. The recommendation followed over two years of research and consultation with the profession, including students, lawyers, educators, community and equity-seeking groups, other legal organizations and law deans from all of Ontario's law schools.

The new process for admission to the Law Society of Upper Canada will consist of:

- A skills and professional responsibility program and assessments;
- Two licensing examinations: a barrister examination and a solicitor examination, each including a professional responsibility component; and
- An articling program.

Reforms in the process will pave the way for increased in-class instruction and mandatory attendance in skills training, practice management and professional responsibility. These areas, which are not the focus during law school, are vitally important to the development of competent professionals.



Students requiring assistance will continue to access support through the Law Society's Education Support Services. This includes expanded tutoring, additional mentoring and continued accommodations and special needs support.

PARALEGAL REGULATION

The Law Society has long advocated the need for protection for consumers who use paralegal services – just as there are for those who use legal services.

The Treasurer received a letter from the Attorney General of Ontario in December 2003 indicating his interest in resolving this long-outstanding issue and providing protection for consumers who use paralegal services. In the letter, the Attorney General stated he personally supports the Law Society as regulator of legal services, including the regulator of paralegal services, and asked if the organization was prepared to take on this responsibility.

The Chief Justice of Ontario also recognized the Law Society's suitability to be the regulator of all legal services in remarks to Humber College graduates in the Fall of 2003. The Chief Justice urged the province to move quickly on regulating and licensing paralegals.

In response to the Attorney General, Convocation agreed in principle that the Law Society should regulate paralegal services if the government legislates an appropriate model.

The Law Society will explore the implications of moving in this direction throughout 2004 as we enter into discussions with the government. This includes developing a regulatory scheme, including further analysis of the cost implications, funding sources and the preparation of amendments to the *Law Society Act*. A detailed proposal will be brought back to Convocation for approval.

SOLE PRACTITIONER AND SMALL FIRM TASK FORCE



More than half of practising lawyers in Ontario are in firms of five or fewer lawyers. These lawyers play an important role in communities across the province.

According to our data, there has been a striking decline in the number of new lawyers becoming sole practitioners. In 1995, lawyers aged 25 to 35 made up 20 per cent of all sole practitioners in Ontario. In 2002, they made up only nine per cent.

Convocation created a task force, made up predominantly of benchers from small firms and sole practitioners, in 2003 to examine the status of sole practices and small firms. The goal is to learn the issues and challenges these practices face, and to determine what is necessary to attract lawyers to small firms and sole practices. The task force is also examining the geographical distribution of sole practitioners and small firms.

Extensive quantitative research began in December 2003. After its analysis is completed, the task force will present a report with its findings and recommendations to Convocation.

INTER-JURISDICTIONAL MOBILITY

The *National Mobility Agreement*, which eight Canadian law societies signed in 2002, was implemented in seven jurisdictions in July 2003. The Agreement's implementation makes legal services more accessible for clients whose legal needs cross provincial boundaries.

Members of the Law Society of Upper Canada who are eligible for mobility without a permit may now provide legal services on a temporary basis in or with respect to the law of British Columbia, Alberta, Saskatchewan, Manitoba, Nova Scotia and Newfoundland for up to 100 days in a calendar year. Ontario lawyers who are entitled to practise and are of good character may also become permanent members in any of those jurisdictions without having to write transfer examinations.

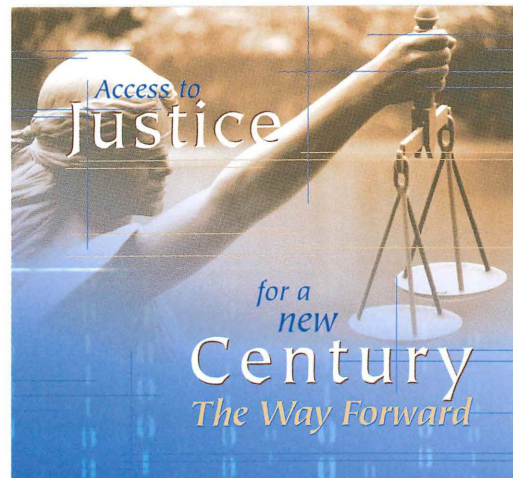
The signing of the Agreement was the culmination of a collaborative effort between law societies under the leadership of the Federation of Law Societies of Canada for the common benefit of the legal profession in Canada and the public. The Law Society is continuing to work with the Federation to further enlarge the scope of the Agreement.



ACCESS TO JUSTICE SYMPOSIUM

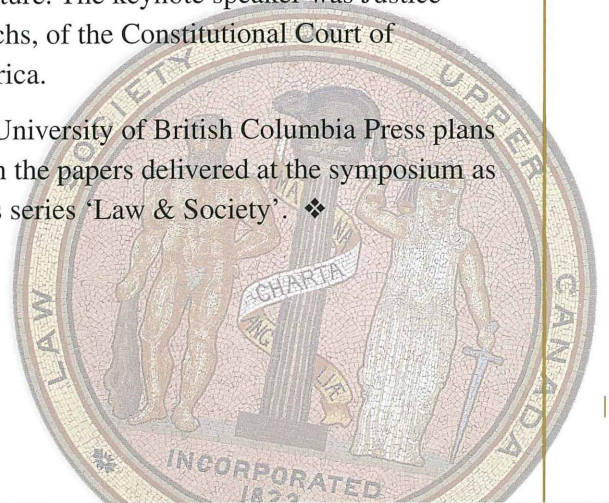
The Law Society of Upper Canada and the Law Foundation of Ontario hosted an important full-day symposium and awards dinner entitled, *Access to Justice for a New Century: The Way Forward*, on May 28, 2003, in Toronto.

A series of dynamic speakers explored critical issues regarding access to justice, including differing views on its meaning; ways to make legal services more accessible; the relationship between litigation and social justice; and the broader role of lawyers in society.



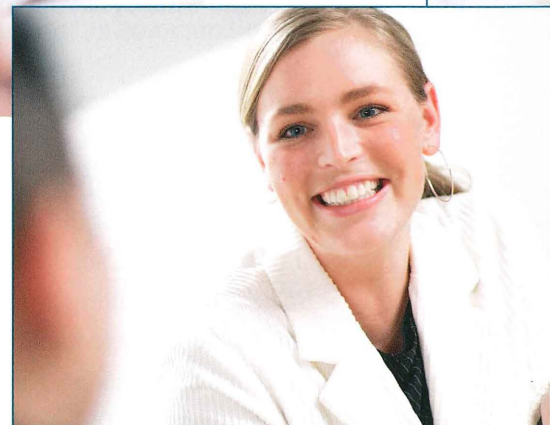
Observers heard provocative, internationally renowned speakers from Canada, the United States, the United Kingdom and South Africa focus on core Canadian issues and draw on their international perspectives, examining current and past approaches and discussing important strategies for the future. The keynote speaker was Justice Albie Sachs, of the Constitutional Court of South Africa.

The University of British Columbia Press plans to publish the papers delivered at the symposium as part of its series 'Law & Society'. ♦





The role of Professional Development and Competence...



The *Law Society Act* requires the Law Society to ensure that the people of Ontario are served by lawyers who meet high standards of learning, competence and professional conduct. The 1999 amendments to the *Law Society Act* reinforced this obligation.

The Law Society has taken an active, preventive approach to member competence designed to support lawyers in their efforts to provide quality service and legal work.

In 2003, we saw an active year in which the Law Society created and delivered a number of new and innovative programs and resources to assist students and lawyers in their quest for life-long learning.

In developing these initiatives, the Law Society has focused on creating learning opportunities that are innovative, affordable, accessible, flexible and responsive.

For Students

BAR ADMISSION COURSE

The Law Society delivers the Ontario Bar Admission Course (BAC) to ensure that those called to the Bar meet rigorous standards of competence and professionalism.

The BAC program is offered in both official languages, including reference materials, instruction and examinations. This ensures that French-speaking students who receive their legal education in common law in French at the Universities of Ottawa and Moncton continue to have access to their studies in both languages.

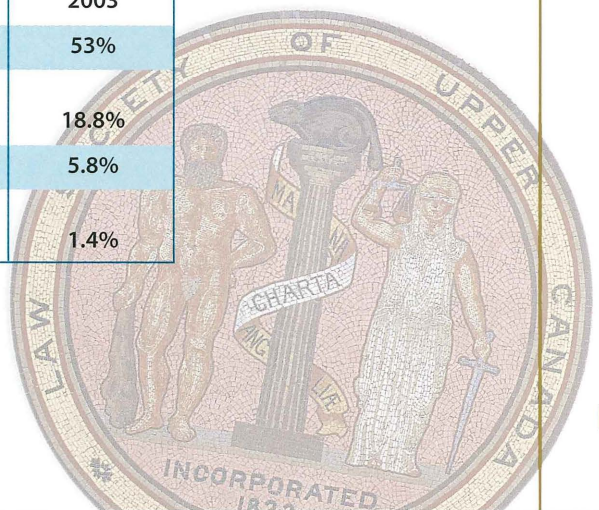


The Law Society called 1,374 students and transfers to the Ontario Bar at ceremonies held monthly at Convocation and at ceremonies held in Ottawa, London and Toronto in July 2003.

	% of General Population, based on 2001 Census Data	% of total BAC students in 2000	% of total BAC students in 2001	% of total BAC students in 2002	% of total BAC students as of May 2003
Women *	51.2%	52%	53%	53%	53%
Visible minorities**	19%	16.1%	20%	16.5%	18.8%
Francophones**	4.3%	n/a	5%	5.4%	5.8%
Aboriginal Peoples**	1.6%	1.8%	1%	1.7%	1.4%

* Based on applications for students who entered the BAC in 2000, 2001, 2002, and 2003. In 2003, 1,317 students enrolled in the BAC.

** Percentages obtained from applications for the BAC in 2000, 2001, 2002, and 2003, in which applicants voluntarily self-identified.



e-LEARNING

Recognizing the realities of student schedules and life demands, the Law Society provides an e-Learning site that offers students a flexible, accessible and user-friendly learning support system that they can access anywhere, anytime. The Web site allows students to access the following online:

- Reference materials in PDF format;
- Toronto morning lectures (live or archived);
- Supplemental video presentations;
- Supplemental material to support study efforts, including: checklists, legislative summaries, fact situations, exercises to test skills and knowledge;
- Practice examinations.

Usage of e-Learning site



- 1,159 BAC students (88% of the total class) visited the site – representing a 28% increase in number of students using the site over the previous year.
- Total number of visits was 55,660 – representing an increase of over 200% from 2002.

The e-Learning site was incredibly well-accessed by students during the Course in 2003. Research showed that 88 per cent of students visited the site, and 86 per cent of students who accessed the site were satisfied with the aspects of the BAC provided online.

Students identified the greatest advantages of the site as being able to take the Course on their own time (67 per cent) and not having to attend in person (58 per cent).

Education Support Services

The Law Society offers students a range of services to support them through their completion of the BAC.

EDUCATION SUPPORT SERVICES CENTRE

The Law Society offers accommodation for students in the BAC through the Education Support Services Centre. In 2003, many students used the Centre to access laptops, special software, make exam arrangements and other special accommodations. More details about the Centre and other special programs are available on page 35.

DISTANCE LEARNING

For BAC students who do not have access to the exam locations in Toronto, London, Ottawa, Kingston and Windsor, the Law Society provides accommodations to allow them to take the courses,

write the examinations and to complete the BAC through self-directed study arrangements. In 2003, 103 students completed sections of the Course through distance learning, representing an increase of almost 125 per cent from the previous year, at 71 different sites across Ontario, Canada and outside of Canada.

REPAYABLE ALLOWANCE PROGRAM

The Law Society offers financial assistance through its Repayable Allowance Program to those in the BAC who demonstrate need to meet their educational and living expenses during the Course. In 2003, the Law Society approved a total of \$114,000 to assist 37 students.

LAW SOCIETY PLACEMENT INITIATIVES

The Law Society provides an articling mentor program, job search skills workshops and counseling services to assist students-at-law in finding articling positions. Articling postings are made available on the Law Society's Web site.

In 2003, the Law Society held two job search skills workshops in June and posted 104 articling placement opportunities online. Also, 40 BAC students were matched with lawyers for career mentoring, and 99 biographical summaries were distributed to articling principals to assist unplaced students in securing articling positions.

For Lawyers

CONTINUING LEGAL EDUCATION

Enhancing continuing legal education (CLE) to meet the needs of lawyers represents a significant portion of how we assist lawyers in their professional development and competence. In 2003, the Law Society offered CLE in a variety of formats and delivery methods to improve accessibility and assist lawyers in meeting their professional development goals.

Law Society CLE programs continue to be extremely popular and well-attended. In 2003, the Law Society offered 71 CLE programs with over 18,250 lawyers participating, representing a substantial 55 per cent increase in turnout over the previous year.

New technologies accounted in part for the dramatic boost in attendance. The introduction of new learning methods including an Interactive Learning Network, teleseminars and Web casting, are supplementing traditional means of delivering CLE programs such as live conferences, videocassettes and audiotapes.

INTERACTIVE LEARNING NETWORK

In February 2003, the Law Society launched its Interactive Learning Network (ILN) to enable lawyers to attend and participate in live programs without incurring the costs associated with absence from the office and long distance travel.

Through ILN, live CLE programs are broadcast, in real time, to multiple locations across Ontario through videoconferencing. The sites have been chosen to allow members to travel no more than one and a half hours to attend.

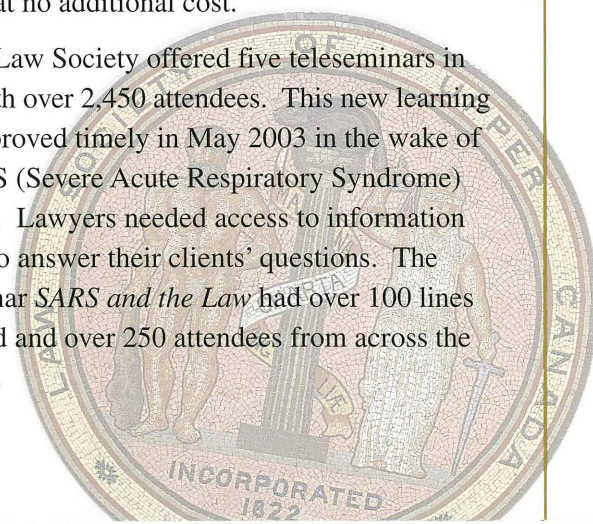
Since its launch, ILN has proven quite successful. There were over 4,000 registrations for the 35 programs available through ILN – accounting for 22 per cent of total CLE attendance in 2003.

TELESEMINARS

Launched April 2003, teleseminars allow the Law Society to organize a CLE program on an important and timely issue quickly and in a format that makes it accessible to every lawyer across the province.

Lawyers can join in a telephone conversation scheduled at convenient times, for example at lunch hour or before or after work. Also, any number of participants can listen in at a registered location at no additional cost.

The Law Society offered five teleseminars in 2003, with over 2,450 attendees. This new learning method proved timely in May 2003 in the wake of the SARS (Severe Acute Respiratory Syndrome) outbreak. Lawyers needed access to information quickly to answer their clients' questions. The teleseminar *SARS and the Law* had over 100 lines registered and over 250 attendees from across the province.





Popularity for this method of learning grew through the year, and the teleseminar *Privacy Law and Your Practice* offered in Fall 2003 became the best-attended CLE program of the year with more than 1,200 lawyers participating.

WEB-BASED LEARNING

The Law Society launched interactive Web casts of selected CLE programs in partnership with BAR-eX Communications Inc. in 2003.

Web casts feature live video and audio streaming, and include downloadable written materials. Participants can submit questions during the session, enabling them to get the full course experience from the comfort of their home or office.

The launch of Web-based learning with the program *Six-Minute Real Estate Lawyer* helped generate the largest attendance ever for a live, non-teleseminar Law Society CLE program – with over 700 attendees, including over 100 who viewed the Web cast on their desktops.

Given the enthusiastic response to technology-based learning initiatives, the Law Society plans to increase the availability of online learning applications in 2004, including further offerings of Web casting and archived Web streaming.

OTHER CLE PRODUCTS

The Law Society provides legal publications, including materials prepared for both CLE and BAC programs. 2003 continued to be a strong year for publication sales, with over 11,000 units sold.

e-TRANSACTIONS

The Law Society continued to use technology in 2003 to make registering, purchasing and accessing CLE products easier for members. The CLE page of e-Transactions, the Law Society's secure e-commerce site, allows members to register online for CLE programs, purchase and download course materials, and order and view a program on their desktop.

In 2003, the CLE page of e-Transactions had almost 39,000 visits, with over 1,950 online registrations for live, ILN and Web cast programs and teleseminars. There were also 3,750 online orders for CLE products including books and CD-ROMs.

Top 10 Most Popular Programs

Privacy Law and Your Practice (*Teleseminar*)

6th Annual Estate and Trusts Forum

Six-Minute Real Estate Lawyer 2003 (*ILN*)

The Limitations Act, 2002 (*ILN*)

Estate Accounting (*Teleseminar*)

Six-Minute Family Law Lawyer 2003 (*ILN*)

The Annotated Will (*ILN*)

E-Registration and Title Searching
for Law Clerks (*ILN*)

Annotated Shareholder Agreement (*ILN*)

Annotated Agreement of Purchase & Sale (*ILN*)

Practice Management Support

ONLINE BAR ADMISSION COURSE MATERIALS

As of November 2003, lawyers can access the Bar Admission Course (BAC) reference materials for free on the Law Society's Web site with their member number.

The BAC materials are one of the most well-known and highly regarded resources available. Every year, they are updated by experts in seven practice areas: real estate, family, business, civil litigation, criminal, estate planning and administration, and public law, as well as professional responsibility and practice management.

The materials are presented in Adobe® PDF file format and are fully searchable, making them a highly useful tool for research and reference alike.

By the end of December, 3,182 members accessed the materials online.

PRACTICE MANAGEMENT GUIDELINES

The Practice Management Guidelines are practical online tools to help lawyers assess and enhance the quality of their client service and practice management skills, as well as to avoid the errors commonly seen in the Law Society's discipline stream.

The Guidelines focus on eight practice management areas: client service and communication; file management; financial management; technology; professional management; time management; personal management and closing down your practice.

The Guidelines are supplemented with links to precedents, sample documents and other reference tools that are continually being developed and updated.

In 2003, over 11,000 visitors to the Law Society's Web site accessed the Guidelines.

PRACTICE ADVICE

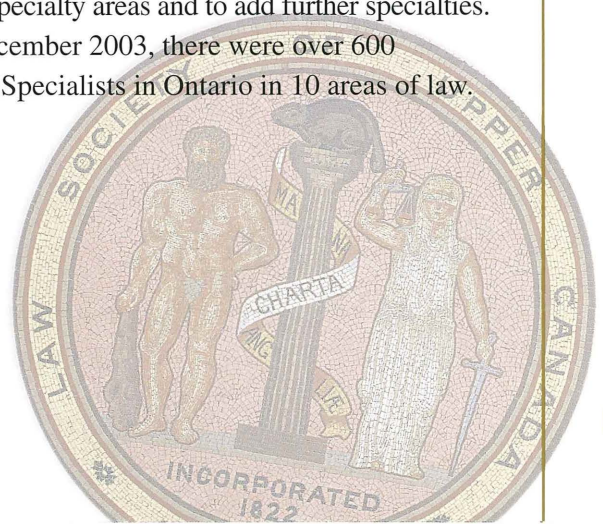
In 2003, Professional Development & Competence counsel responded to 5,303 inquiries from members and representatives of members relating to practice advice, *Rules of Professional Conduct* and ethical issues.

Law Society staff monitor these inquiries and proactively develop a range of resources including articles, frequently asked questions, workshops and practice tips to address member issues.

SPECIALIST CERTIFICATION

The Law Society provides the designation of Certified Specialist in Ontario for those who meet specific standards of experience and knowledge in designated fields of law and have maintained high standards of professional practice.

Last year, extensive groundwork was laid to launch a reformulated Specialist Certification Program in January 2004 to enhance each of the existing specialty areas and to add further specialties. As of December 2003, there were over 600 Certified Specialists in Ontario in 10 areas of law.





SPOT AUDIT

Staff conduct audits as a proactive compliance measure and problem detection tool. Audits assist members in measuring the integrity of law firm financial filing, and assessing compliance with financial record-keeping requirements and the *Rules of Professional Conduct*. Audits provide on-site guidance to help members correct minor deficiencies in record-keeping practices before they lead to serious non-compliance or misconduct issues. In 2003, the Law Society completed 1,057 audits.

EQUITY AND DIVERSITY TRAINING

The Law Society offers customized training programs to assist lawyers in meeting their obligations under the *Ontario Human Rights Code* and in building equity and diversity into their legal practice and organizations.

Each session is tailored to the specific needs of the law firm and/or practitioner and is available in many formats, such as seminars, workshops, informal education sessions, continuing legal education and train-the-trainer sessions. As part of the session, the Law Society provides resource materials such as model policies, best practices, case studies and case law, checklists and referrals to other sources.

In 2003, Law Society staff, together with the Discrimination and Harassment Counsel, delivered training programs to two large Toronto-based law firms and three legal aid clinics (in Halton, Ottawa and Thunder Bay). More than 200 lawyers participated in the 20 sessions provided.

Library Services

At a time when changes to the law are occurring rapidly, the need for easy and convenient access to legal research resources has never been more important.

Members support three types of library-related services through their fees: County and District Law Libraries (through LibraryCo Inc.), the Great Library, and the Canadian Legal Information Institute (CanLII) – a virtual law library in which the Law Society is a leading participant.

The County Law Library portion of the 2004 membership fee (\$197) will fund \$5.9 million of total LibraryCo expenditures

of \$7.2 million. The Great Library budget requirement for 2004 is \$3 million with an additional \$616,000 allocated for CanLII.



library.lsuc.on.ca/GL/home.htm

GREAT LIBRARY

In 2003, the Great Library continued to offer a wide range of legal research and information services to assist lawyers and their staff to find the information they need to provide competent, quality legal advice and service to their clients.

Through the Great Library's e-mail service, members can e-mail research questions directly to Reference Librarians at the Law Society who will verify citations, check an "in force" date or pinpoint specific titles or Web sites to consult. In 2003, the Great Library received 48,800 research requests and inquiries from members across the province.

The Library's Web-based catalogue supports research needs of the membership by providing access to an index of the collections at the Great Library and County and District Law Libraries, selected links to full-text online resources, and an index to specific titles of continuing legal education materials. In 2003, the Library processed almost 200,000 Catalogue searches.

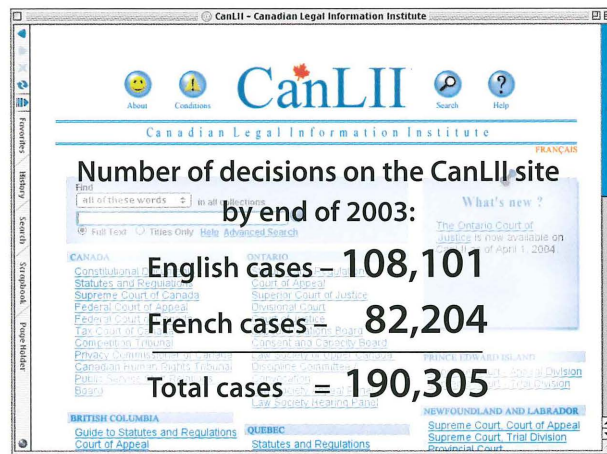
"Stay Informed" is a convenient, easy-to-use, searchable online service that highlights new developments in eight areas of practice. Developed in partnership with BAR-eX, "Stay Informed" is one of the most popular features on the Library's Web site. By the end of 2003, close to 3,000 digests had been created and posted on "Stay Informed".

CanLII

CanLII was created as a joint initiative with Canada's other legal regulators through the Federation of Law Societies of Canada to provide free legal information from the courts, government and others to both lawyers and the public.

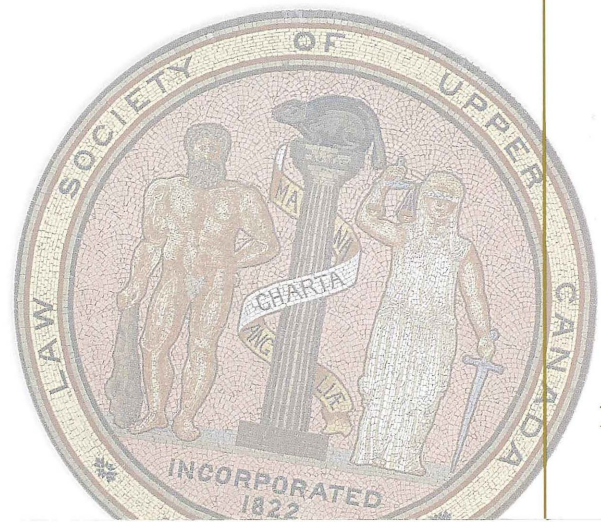
	2001	2002	2003
Hits per day	41,732	46,849	278,735
Pages viewed per day	20,763	97,772	122,967
Visits per day	1,360	3,561	9,748
Repeat visitors	35,603	101,372	148,407
Documents viewed	4,540,391	13,791,100	41,772,895

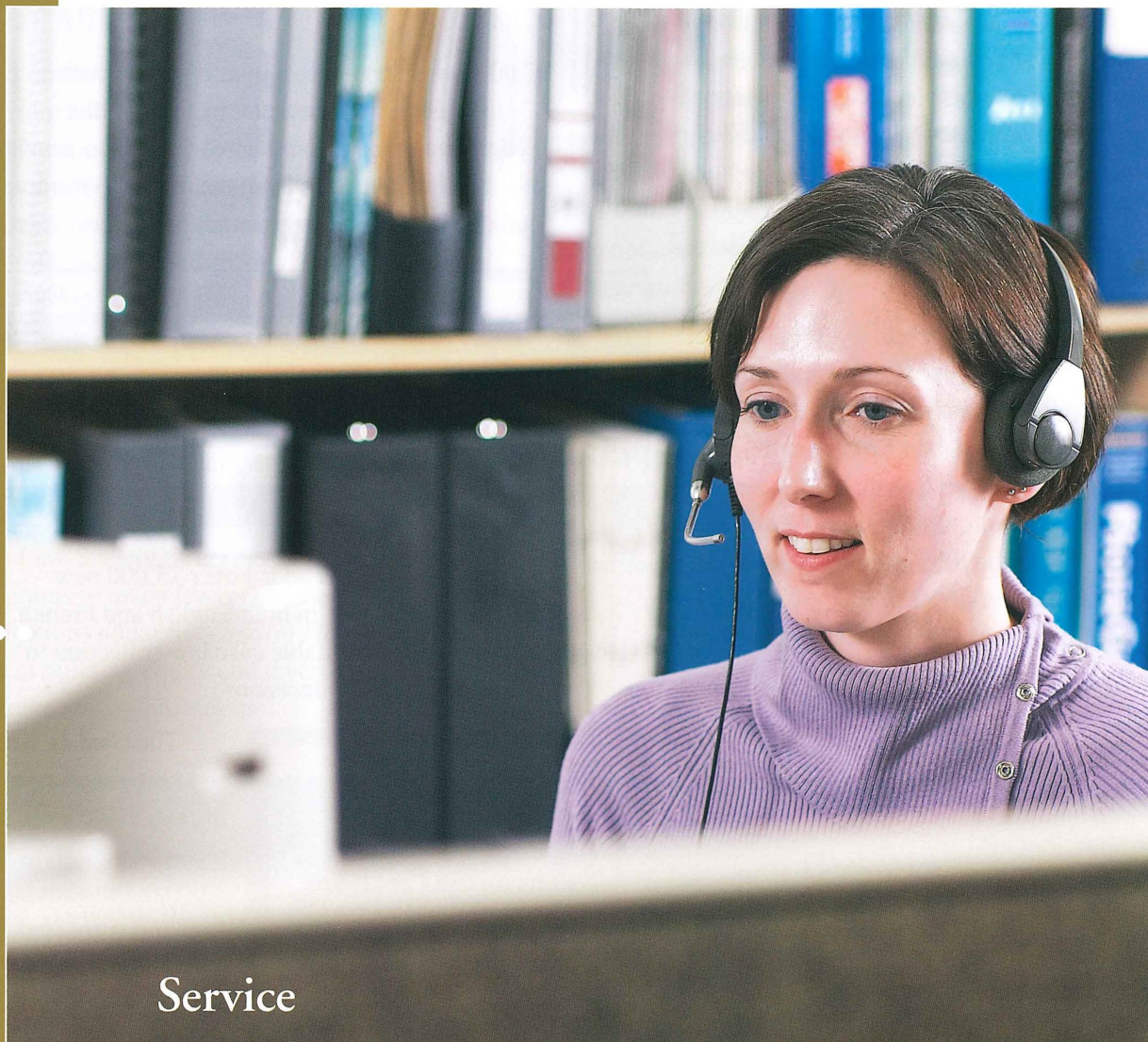
In 2003, CanLII added over 75,000 new decisions to its site, in both English and French. This brings the available case law collection to more than 190,000 decisions.



canlii.org

The CanLII Web site hit two milestones in 2003. The site received its 2,000,000th visit last year and surpassed 250,000 visits a month. ❖





Service

The Client Service Centre (CSC) is the front-line, one-stop access point to the Law Society.

Staff are equipped to effectively deal with a range of requests from both the public and the legal profession and to provide services in other languages and formats.

Service Standard:

In 2003, we answered 96% of general inquiries in less than 15 seconds and acknowledged receipt of all potential complaints about lawyers within 24 hours of receipt.

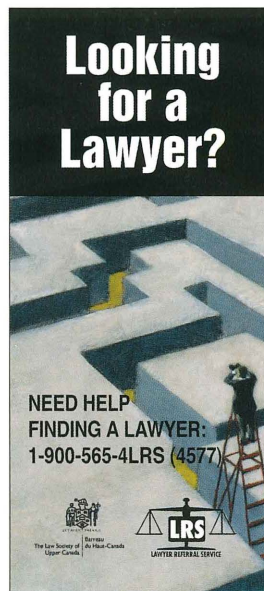
In 2003, the Centre handled over 467,000 transactions from members and the public – letters, e-mails, faxes, calls and in-person inquiries. This is up from 432,000 in 2002.

Transactions included general membership inquiries, complaints about lawyers and requests for lawyer referrals, as well as adjusted billings and refunds and contacts regarding administrative compliance processes for members.

The Centre consists of four main areas

As the primary intake area for incoming calls to the Law Society, staff handle inquiries for: Member Resource Centre, Reception, Complaints Reception, and our Lawyer Referral Service.

Inquiries



LAWYER REFERRAL SERVICE – SERVING THE PUBLIC FOR MORE THAN 30 YEARS

The Lawyer Referral Service (LRS) is a longstanding service that the Law Society has offered for more than 30 years. This program supports the Law Society's role in governing in the public interest by promoting greater access to legal services.

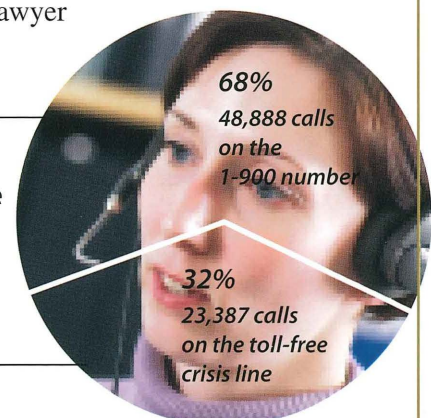
The LRS fills an important public need by connecting people to appropriate legal counsel. The LRS continues to be one of the most successful and popular programs available for Ontarians who may need a lawyer or for those wanting to learn more about their legal options and rights.

By December 2003, 1,862 lawyers were subscribers to the Lawyer Referral Service.

Method of Contact		Percentage
Telephone	313,067	67%
Mail	93,453	20%
Fax	23,363	5%
E-mail	18,691	4%
E-Filing	9,345	2%
Walk-ins	9,345	2%
TOTAL	467,264	100%

The Lawyer Referral Service received

72,275
calls in 2003



MEMBERSHIP SERVICES

Total membership in the Law Society stood at over 34,600 lawyers at the end of December 2003. Staff in membership services process 35 different types of member-related transactions, including member requests and maintenance of contact data (name, address, mailing information, status changes, etc.) for all members. They also process adjusted billings for members whose fee category changes throughout the year.

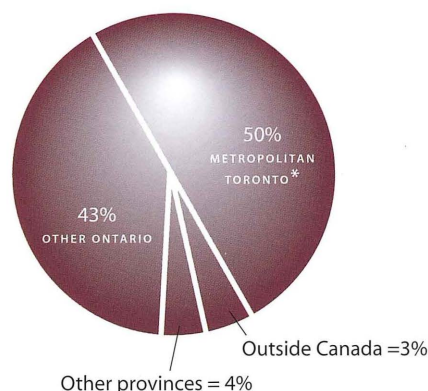
For example, in 2003, membership services staff:

- Processed 6,055 adjusted billings and refunds – 17 per cent more than in 2002.
- Made 26,759 database information changes – an increase of 35 per cent.
- Issued 3,457 certificates and photos – an amazing 213 per cent increase.
- Handled 6,419 other miscellaneous requests – 64 per cent more than the previous year.

Membership by Age Range and Sex

		Total	% of Total Membership
Under 30	Men	978	3%
	Women	1,288	4%
30-39	Men	5,291	15%
	Women	4,785	14%
40-49	Men	6,192	18%
	Women	3,757	11%
50-65	Men	7,776	22%
	Women	1,852	5%
Over 65	Men	2,564	7%
	Women	131	<1%
Total	Men	22,801	66%
	Women	11,813	34%

Geographical distribution of members

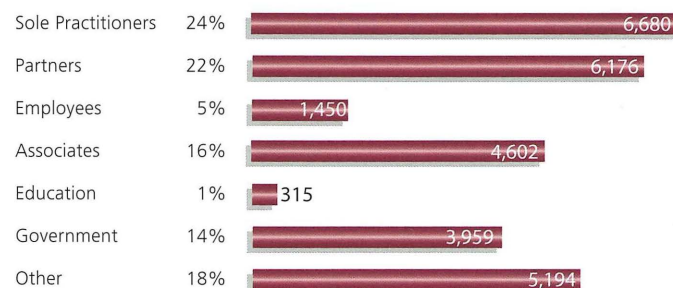


* Includes: City of Toronto, Etobicoke, North York, Scarborough, York and Borough of East York

Law Firm Size	Number of Firms	Number of Lawyers in those Firms
1 lawyer	5,694	5,694
2-10 lawyers	1,803	6,119
11-25 lawyers	117	1,878
26-50 lawyers	24	818
51+ lawyers	31	4,399
Total in private practice:	7,669	18,908

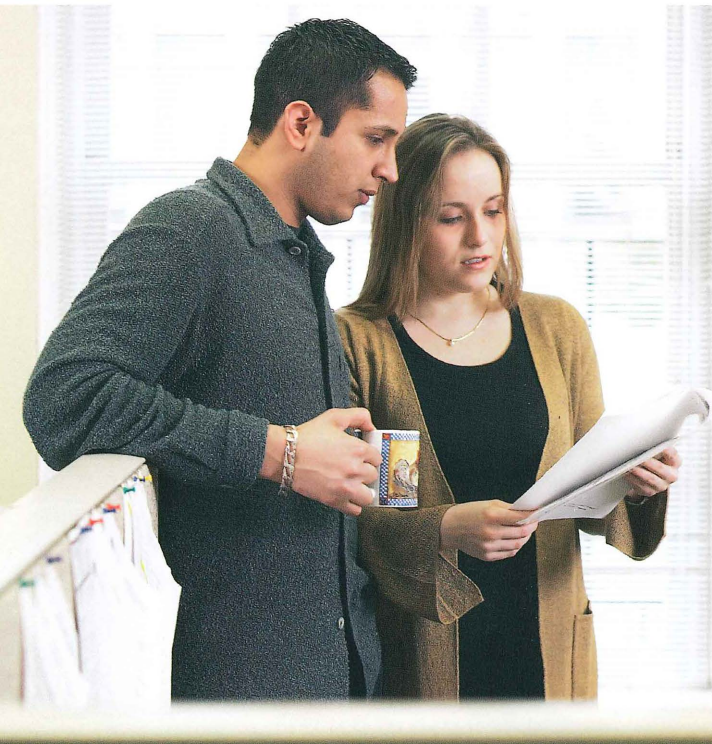
Membership by area of employment in Ontario

% of total employed members (as at Dec. 31, 2003)



• Total employed members = 28,376

• Other category includes corporate and non-profit sectors



ADMINISTRATIVE COMPLIANCE PROCESSES (ACP)

This area is responsible for the design, distribution, collection, and validation for completeness of members' filings via the Member's Annual Report (MAR). Staff also handle the administrative suspension process.

In 2003, the Law Society received a total of 33,376 MARs.

In addition, ACP staff develop and administer processes related to the Law Society's by-laws and statutes.

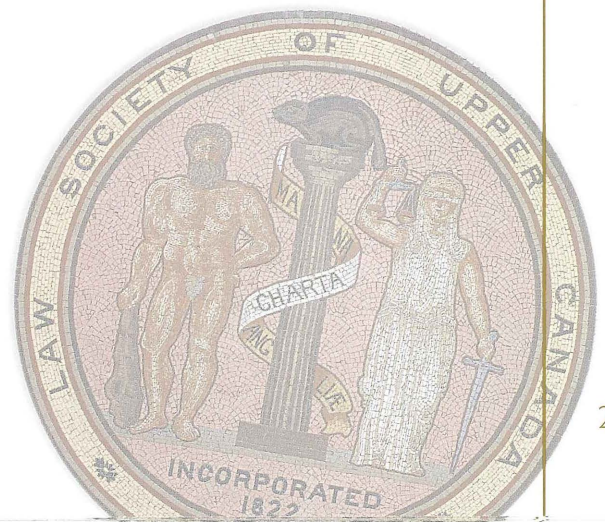
This includes processing applications from lawyers outside Ontario who wish to transfer and practise law in Ontario. On July 1, 2003, by-laws permitting the transfer of lawyers between jurisdictions under the *National Mobility Agreement* came into force in seven provinces including Ontario. By the end of 2003, ACP had received 49 applications for transfer under the Agreement.

By-law Related Transactions Handled by ACP

Retirement	123
Resignation	85
Professional Corporations	216
Foreign Legal Consultants	16
Readmission	14
Rule 6.07 - Preventing Unauthorized Practice	1
Affiliations with Non-Members	1
Multi-disciplinary Practices	-
Specialist Certification	289
Occasional Appearances	5
Transfer Candidates	2
National Mobility	49

COMPLAINTS SERVICES

Complaints Services is the first point of contact for anyone who has a complaint about a lawyer. Staff open, log and track all potential complaints; acknowledge receipt of new correspondence; and match existing complaints with any new correspondence. Staff respond to complainants about issues that are definitely not within the Law Society's jurisdiction and where appropriate, refer the complainants to other resources. They stream the remaining complaints that are within the Law Society's mandate to Complaints Resolution or Investigations. ❖



How we govern in the public interest...

The role of Professional Regulation



2003 Highlights

- Focused on improving the timeliness, transparency, accessibility and quality of our complaints, investigation and discipline process.
- Implemented improvements in tracking and reporting performance and results for regulatory work, including publicly available quarterly reports.
- Closed 3,490 complaints through Complaints Resolution, 612 through Investigations and 242 through Discipline. This led to an over 20% reduction in both the volume and age of our caseload.
- Created two new departments (Intake & Case Management and Monitoring & Enforcement) to help streamline the receipt of and response to complaints and enforcement of Hearing Panel orders and member undertakings.

All lawyers are required to conduct themselves according to the *Rules of Professional Conduct* and applicable laws including the *Law Society Act*, its regulations and by-laws.

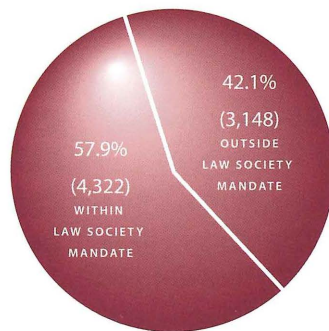
The Law Society monitors lawyer conduct, and within its mandate responds to complaints about conduct, through a process of resolution, investigation and prosecution.

The Law Society's Professional Regulation Division carries out a variety of activities in the course of lawyer regulation. These activities include complaints resolution, investigation and discipline prosecution. In addition, we provide trusteeship services and operate a compensation fund for those who have suffered loss due to lawyer dishonesty.

RECEIVING COMPLAINTS

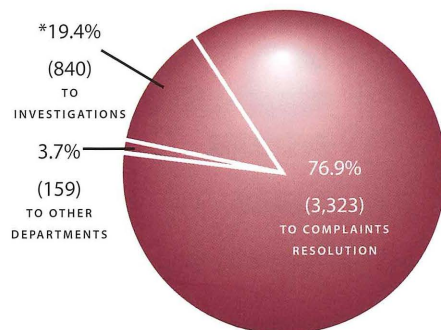
Complaints Services in the Client Service Centre is the first point of contact for anyone who has a complaint about a lawyer. Staff then stream complaints within the Law Society's jurisdiction to either Complaints Resolution or Investigations. When the complainant's issue is not within the Law Society's jurisdiction, attempts are made to identify alternative avenues.

New complaints received by the Law Society in 2003
TOTAL RECEIVED – 7,470



Complaints directed to departments

TOTAL WITHIN LAW SOCIETY JURISDICTION – 4,322



* includes complaints about unauthorized practice

DISCRIMINATION AND HARASSMENT COUNSEL

The Discrimination and Harassment Counsel (DHC) program is available to anyone who may have experienced discrimination or harassment by a lawyer or within a law firm. While the Law Society provides funding for the program, the DHC operates at arms-length from the Society, and the services are offered free-of-charge to the Ontario public, including law firm staff, students and lawyers. The DHC confidentially assists callers by advising on the various options available and may resolve disputes where appropriate.

In 2003, 180 individuals contacted the DHC. Sixty-two per cent of calls were within the mandate of the DHC, and of those, 57 per cent were complaints regarding harassment or discrimination.

Members of the public accounted for 59 per cent of complaints received by the DHC, and lawyers accounted for 41 per cent. Women accounted for 65 per cent of complaints received by the DHC.

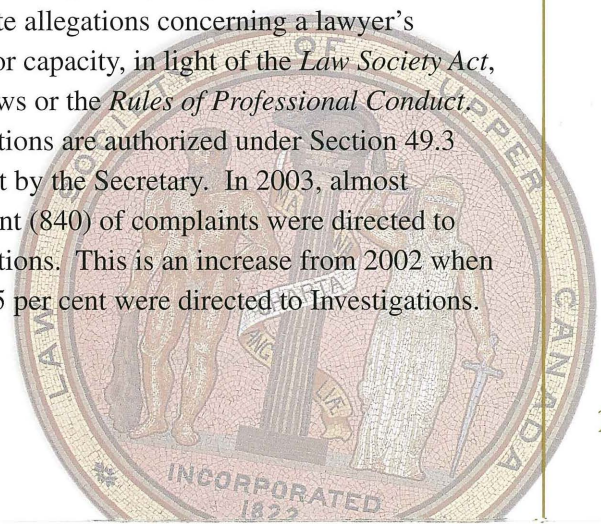
RESOLVING COMPLAINTS

The role of Complaints Resolution is to investigate and resolve complaints that may involve less serious breaches of the *Rules of Professional Conduct* and to seek authorization for disciplinary proceedings where necessary.

In 2003, there was a 19 per cent increase in the number of complaints received by the Law Society over the previous year. Almost 58 per cent of complaints (4,322) were within the Law Society's jurisdiction, and almost 77 per cent of those complaints (3,323) were directed to Complaints Resolution. We saw a reduction of over 20 per cent in both the volume and age of our caseload by focusing our efforts to handle cases in as timely a manner as possible.

INVESTIGATING REGULATORY BREACHES

Investigations' primary responsibility is to investigate allegations concerning a lawyer's conduct or capacity, in light of the *Law Society Act*, the by-laws or the *Rules of Professional Conduct*. Investigations are authorized under Section 49.3 of the Act by the Secretary. In 2003, almost 20 per cent (840) of complaints were directed to Investigations. This is an increase from 2002 when almost 15 per cent were directed to Investigations.



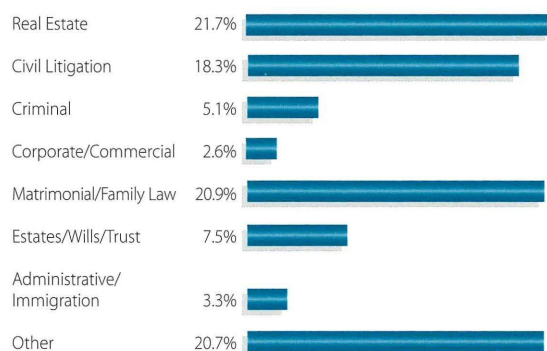
The investigating staff includes lawyers, investigators and auditors. On completion of the investigation, a complaint is referred by the Secretary of the Law Society to the Proceedings Authorization Committee (PAC), closed or resolved. The PAC consists of benchers appointed by Convocation to make a determination as to whether a matter ought to proceed to prosecution. The PAC may also authorize a file closure, or a case settlement.

Investigations is also responsible for a number of other types of investigations under the Act. Among these is the prosecution of unauthorized practice under section 50 of the *Law Society Act*. Unauthorized practice occurs when a person holds himself or herself out as a barrister or solicitor without proper Law Society membership.

2003 Unauthorized Practice	
New files opened	132
Files closed	116
Not found – investigations where there was no evidence of unauthorized practice	72
Resolved – investigations closed by some action to remedy the unauthorized practice, such as an undertaking	34
Prosecuted – investigation resulted in a conviction	10

2003 Complaints Received by Area of Law

Only relates to complaints in Complaints Resolution



2003 Complaints Resolution

Nature of Complaint



2003 Investigations

Nature of Complaint



COMPLAINTS REVIEW

When a complaint is closed and a complainant is unsatisfied with the result, the Complaints Review Commissioner can review the case. The Commissioner can either agree that the complaint should be closed, sent back for review or moved forward to a Proceedings Authorization Committee.

The role of the Commissioner is established by the *Law Society Act* and the by-laws of the Law Society. The current Complaints Review Commissioner is a lay benchler – a non-lawyer who has been appointed by the Lieutenant Governor of Ontario to serve as part of the Law Society’s governing body called Convocation. The Professional Regulation Division provides staff support for Complaints Review.

DISCIPLINING LAWYERS

Discipline counsel represents the Law Society before Hearing and Appeal Panels and in the courts when appeals are taken from the decisions of these panels. The department is responsible for the prosecution of a variety of matters including those concerning lawyer conduct, capacity and competency, applications for admission to the Law Society, and applications for reinstatement or readmission.

The majority of prosecutions concern issues of member conduct based on infractions of the *Rules of Professional Conduct*. The Law Society’s discipline counsel review and disclose the evidence, and present the case to the Hearing Panel.

Following the hearing, the Hearing Panel issues the order and serves it upon the parties. The

2003 Discipline	
<i>Number of matters heard and disposed of by hearing panel</i>	56
Admonitions	7
Reprimands	2
Suspensions	20
Permission to resign	6
Disbarments	11
Other	1
Dismissed	1
Withdrawn	8

parties have a right of appeal to the Law Society’s Appeal Panel. The appeal period is 30 days from the date of service of the Hearing Panel order. There is a further right of appeal to the Divisional Court in certain circumstances.

MONITORING AND ENFORCEMENT

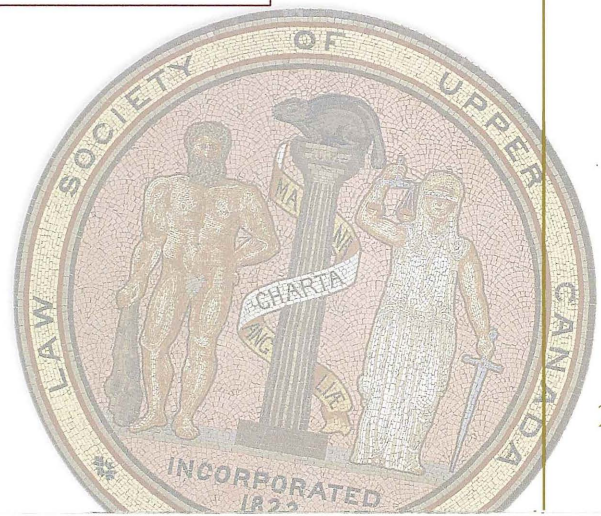
The Monitoring and Enforcement unit is responsible for enforcement of Hearing Panel orders and lawyer undertakings. Department activities include: enforcing Hearing Panel orders; monitoring undertakings obtained at the completion of matters by other departments within the Professional Regulation Division; ensuring that bankrupt members comply with By-law 35; enforcing judgments and mortgages obtained by or assigned to the Compensation Fund; and, assisting in the drafting of standard terms for Hearing Panel orders and lawyer undertakings to ensure enforceability.

TRUSTEE SERVICES

Staff in this area respond where a lawyer has abandoned his/her practice, has been disbarred or has otherwise ceased to practise. Through the use of the Law Society’s trusteeship powers, staff carry out the Law Society’s mandate to protect the public interest by taking possession of the practice, if

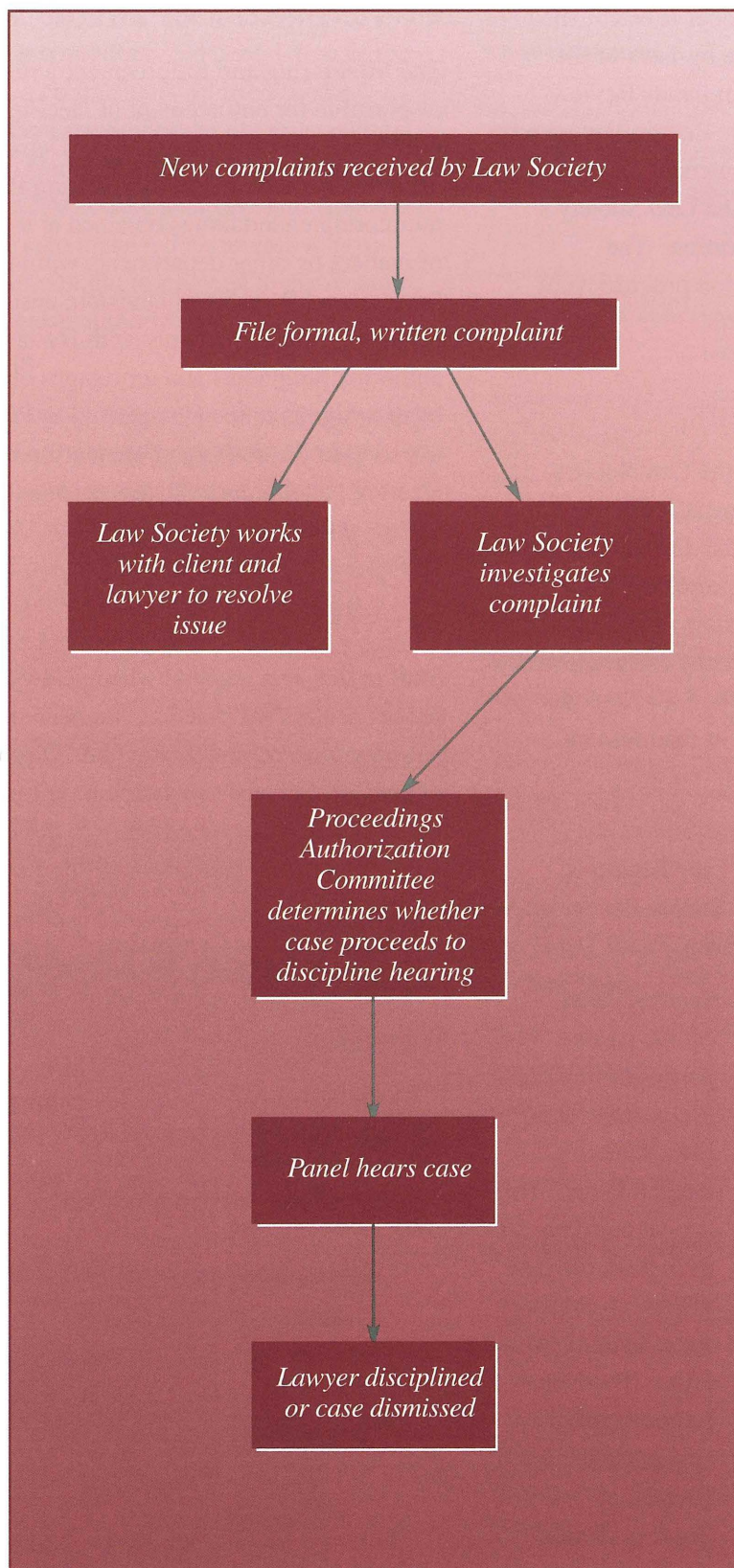
necessary. The department also provides information and assistance to lawyers who are closing their practices.

Trustee Services Complaints	
<i>Activity for 2003</i>	
Transferred in	92
Transferred out	92
Closed	175
Number of active cases as at December 31, 2003	18





The Complaint Process



UNCLAIMED TRUST FUND SERVICES

The Law Society has established a program that enables lawyers to submit unclaimed trust funds that they have held for at least two years to the Law Society. Members of the public who believe they are entitled to these funds are able to make claims for these funds.

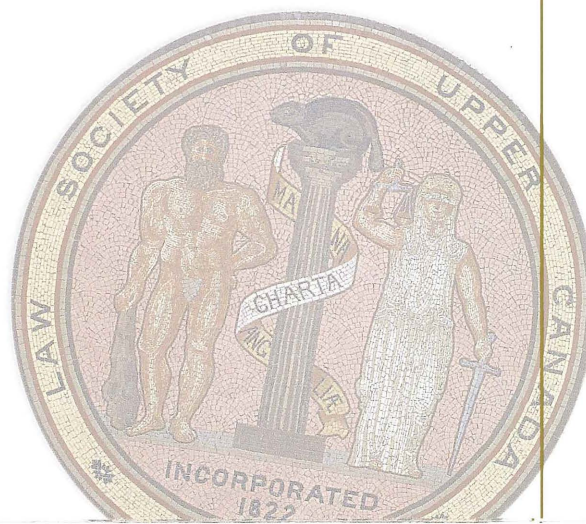
Unclaimed Trust Fund	
<i>Activity for 2003 – Member applications made to Unclaimed Trust Fund Program</i>	
Received	765
Approved	702
Denied	45
Pending	18
Total received in 2003	\$294,000
Total fund balance, as at December 31, 2003	\$729,000

LAWYERS FUND FOR CLIENT COMPENSATION

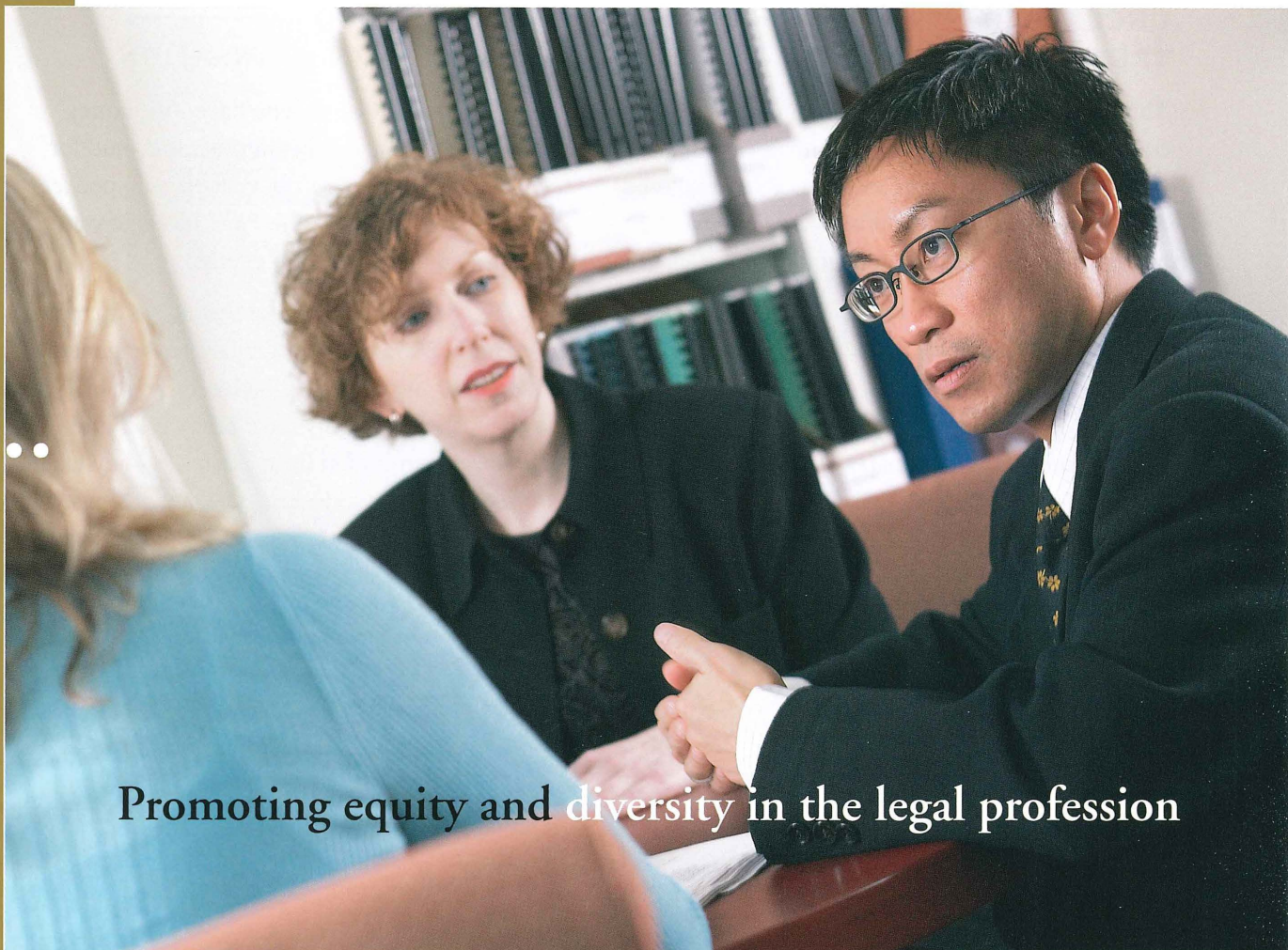
This fund helps clients who have lost money because of a lawyer's dishonesty. It is paid for exclusively by lawyers out of their own pockets. Over the last 50 years, the Fund has paid out millions of dollars to help clients.

The fund can reimburse people for up to a maximum of \$100,000, pursuant to the general guidelines for the determination of grants. Typical losses fully or partially covered by the Fund include money stolen from estates, money taken from trust funds held for real estate closings, and money taken from settlements and in personal injury cases. ❖

Lawyers Fund for Client Compensation	
<i>Activity for 2003</i>	
Number of new claims/ applications received	193
Total amount of grants (paid out on 121 claims)	\$2,701,000



How we govern in the public interest...



Promoting equity and diversity in the legal profession

The Law Society actively promotes equity and diversity within the legal profession. It is important that the legal profession be representative of the diversity of the communities it serves and be accessible to all.

That means helping to ensure fair and equitable practices in the recruitment and retention of lawyers from diverse communities, as well as in the treatment and service provided to clients and employees.

It also means helping ensure students, regardless of social or economic status, access the Bar Admission Course. To this end, the Law Society provides different

learning options, including online and distance learning, as well as learning environment supports and accommodations.

The Law Society also offers financial assistance through its Repayable Allowance Program. The program helps students who demonstrate need to meet their educational and living expenses during the Course, with allowances up to a maximum of \$5,000 per calendar year. In 2003, the Law Society approved a total of \$114,000 to assist 37 students.

Internally, in 2003 the Law Society continued to build equity and diversity

values and principles into its core policies, programs and procedures – as a role model for lawyers and law firms in providing and promoting a positive, accommodating and equitable workplace environment.

The Law Society has also developed a series of best practices and model policies to guide lawyers in promoting equity and diversity in all areas of their practice, including employment and provision of services. In 2003, the Law Society updated two of its model policies: the *Guide to Developing a Policy Regarding Workplace Equity in Law Firms* and the *Guide to Developing a Policy Regarding Flexible Work Arrangements*.

With the financial support of the Department of Canadian Heritage, we published the *Report on Equity Initiatives and Resources in the Legal Profession* that outlines equity and diversity initiatives undertaken by legal organizations and identifies measures to foster access to the legal profession. The report is published in French and English and has been widely distributed.

While the pace of change may take some time to become apparent, the legal profession – like society as a whole – is beginning to see progress in the changing face of the legal workforce.

THE CHANGING FACE OF THE LEGAL PROFESSION

With membership of the legal profession growing at a rate of approximately 1,000 annually, the increasing diversity of the profession is evident. More women, people of colour, Aboriginals, gays, lesbians, bisexuals and transgendered people, individuals with disabilities, and Francophones are entering the profession and bringing with them a diverse range of knowledge, skills and experience that enables the profession to better understand and address Ontario's rapidly changing communities.

ANNUAL CALL TO THE BAR CELEBRATIONS

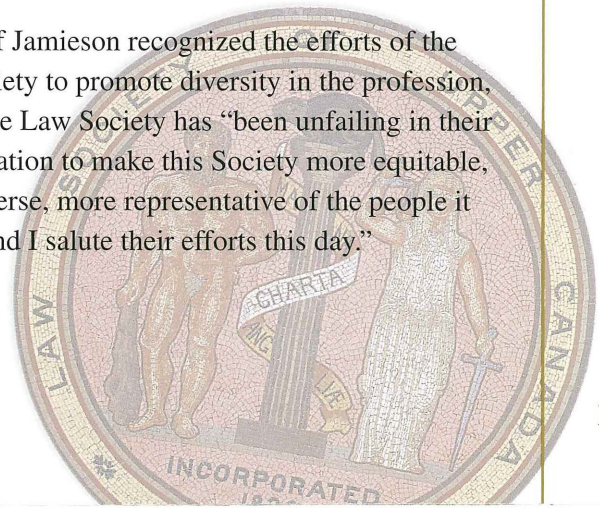
The Law Society welcomed almost 900 new lawyers to the Ontario Bar over five ceremonies in London, Ottawa and Toronto in July 2003, and 475 at monthly Convocation ceremonies. Of those called, women continued to account for the majority of new lawyers. In 2003, 53 per cent of those called were women.



Chief Roberta Jamieson, O.C., I.P.C., LL.D.,
Chief of the Six Nations of the Grand River Territory

The ceremonies featured high profile, inspirational speakers such as Chief Roberta Jamieson, O.C., I.P.C., LL.D., Chief of the Six Nations of the Grand River Territory, who was the first Aboriginal woman to earn a law degree and was called to the Bar in Ontario in 1981.

Chief Jamieson recognized the efforts of the Law Society to promote diversity in the profession, stating the Law Society has “been unfailing in their determination to make this Society more equitable, more diverse, more representative of the people it serves, and I salute their efforts this day.”





Equity and Diversity Initiatives

Many factors contribute to the trend of increasing numbers of women and those from diverse communities entering the profession of law. The Law Society provides a range of services and programs to lawyers, law firms and students at law and works closely with community groups and schools to encourage law as a career. Here are some of the highlights of the Law Society's efforts:

EQUITY AND DIVERSITY MENTORSHIP PROGRAM

The Law Society encourages students from diverse backgrounds, including Aboriginals, Francophones and equity-seeking students, to consider law as a career by matching high school and university students with members of the legal profession.

The program connects law school students, students-at-law and new calls to the Bar with mentors, and offers a range of supports, from academic and career advice to job-shadowing opportunities or co-op placements. School boards and community agencies, along with many other equity-seeking communities, support the program.

In 2003, we continued to heavily promote the program. Close to 350 students at nine high schools in the Greater Toronto Area participated in workshops, career sessions and one-on-one mentoring activities coordinated through the program.

An article about the program was distributed through the Ontario Community Newspaper Association whose 250 member newspapers reach every community in Ontario. The program was also promoted to over 300 high schools across Ontario, with a potential reach of 245,000 students. In addition, close to 1,500 teachers who provide guidance and career counselling were informed about the initiative.

With the high level of awareness created for the program in 2003, we will be focusing our efforts on further facilitating one-on-one mentoring relationships throughout 2004.

STUDENT OUTREACH INITIATIVES

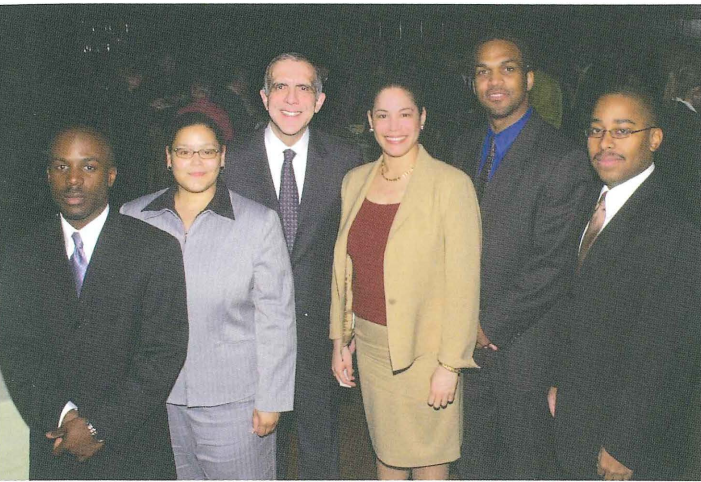
Law Society staff coordinate and participate in student outreach initiatives to raise awareness of what the practice of law is really about, and to help promote resources and support services available to students interested in pursuing law as a career, including information on admissions and financial aid, mentoring and co-op opportunities.

The Law Society continues to work with members of Rotiio>taties and others in the Aboriginal Bar to support students in their legal education, foster a sense of community among the students and the Aboriginal Bar, and develop mentoring relationships, professional development and articling opportunities.

In 2003, Law Society staff visited all six Ontario law schools and made a presentation to students in the pre-law Program for Legal Studies for Native People and the Native Law Centre in Saskatoon.

COMMUNITY AND LEGAL PARTNERSHIPS

Law Society staff work in partnership with many communities and legal organizations to support the Law Society's policies, programs and initiatives to promote a legal profession that is representative of the communities it serves and on a range of issues of mutual interest.



*Members of the Canadian Association of Black Lawyers
with Law Society Treasurer Frank Marrocco*

Partners have included: Pro Bono Law Ontario, Association des juristes d'expression française de l'Ontario, Rotiio>taties, Aboriginal Legal Services of Ontario, Metis Nation of Ontario, Association for Native Development and the Performing and Visual Arts, City of Toronto, Sexual Orientation and Gender Identity Committee (OBA), Feminist Legal Analysis Committee (OBA), Official Languages Committee (OBA), A Legal Advocacy Resource Centre for Persons with Disabilities, South Asian Lawyers Association, the South Asian Legal Clinic of Ontario, Canadian Association of Black Lawyers, Chinese Canadian National Council, Women's Legal Education Action Fund, Black Law Students Association of Canada, National Association of Women and the Law, HIV/AIDS Legal Network, the Multicultural History Society of Ontario, and many others.

The Law Society continued to host and participate in public education activities for Black History Month, International Women's Day, Lesbian and Gay Pride, National Aboriginal Day, South Asian Heritage Month, Louis Riel Day and National Access Awareness Week.

2003 HIGHLIGHTS INCLUDE:

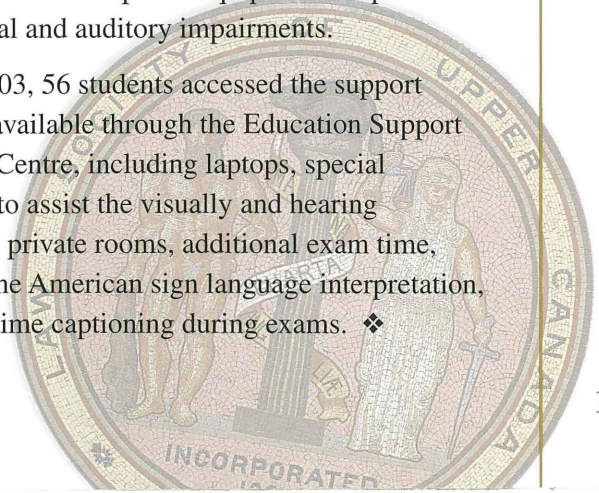
- Co-presented the workshop "How Can Lawyers Make a Difference in the Lives of Youth" with the Canadian Association of Black Lawyers and Pro Bono Law Ontario in celebration of Black History Month.
- Co-hosted a public forum to explore the legal and policy implications of the Supreme Court of Canada decision in *R. v. Powley*. The event was presented with the Métis Nation of Ontario, the Métis National Council, the City of Toronto and Rotiio>taties Aboriginal Advisory Group to commemorate Louis Riel Day 2003. An archived version of the event is available on the Law Society's Web site for viewing.
- Helped launch the French legal Web site *accesjustice.ca* in partnership with the Fédération des associations de juristes d'expression française de common law (French-speaking common law lawyers associations of Canada).

EDUCATION SUPPORT SERVICES

The Law Society provides supports and services that improve the learning environment for all students and offers accommodation for students in the Bar Admission Course (BAC).

Accommodations include examinations in alternative forms such as audiotape, braille and text-to-speech and special equipment for persons with visual and auditory impairments.

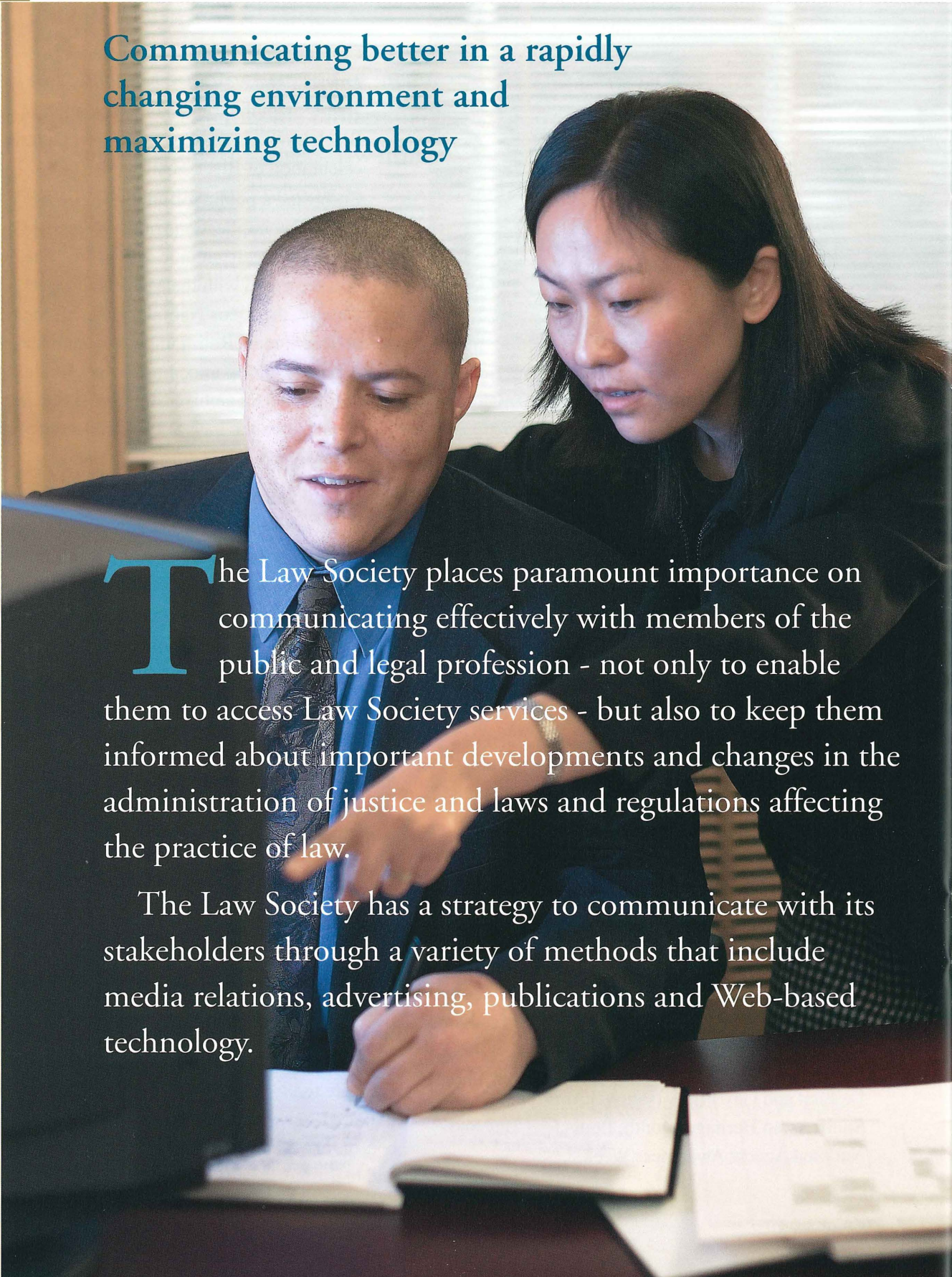
In 2003, 56 students accessed the support services available through the Education Support Services Centre, including laptops, special software to assist the visually and hearing impaired, private rooms, additional exam time, one-on-one American sign language interpretation, and real-time captioning during exams. ♦





Our operating principles...

Communicating better in a rapidly changing environment and maximizing technology



The Law Society places paramount importance on communicating effectively with members of the public and legal profession - not only to enable them to access Law Society services - but also to keep them informed about important developments and changes in the administration of justice and laws and regulations affecting the practice of law.

The Law Society has a strategy to communicate with its stakeholders through a variety of methods that include media relations, advertising, publications and Web-based technology.

Technology

At the heart of many initiatives and service improvements is a continued emphasis on maximizing technology. By exploring alternative methods of providing information, the Law Society is better equipped to serve the needs of lawyers and the public for support, information and advice.

LAW SOCIETY WEB SITE: WWW.LSUC.ON.CA

The Law Society continued to make further improvements to the public Web site to enhance its navigation, content and search capabilities, resulting in higher overall Web traffic and hits to the site. We also implemented changes to improve the site's accessibility for the visually impaired.

Our motto at the Law Society is: "If it's not on our Web site, it hasn't happened."

The Law Society Web site has become the site that members of the profession, the public and students visit for information about the legal

profession in Ontario. **By the end of 2003, there were almost 91 million hits to the Web site.** That represents a **92 per cent increase in hits from 2002.**

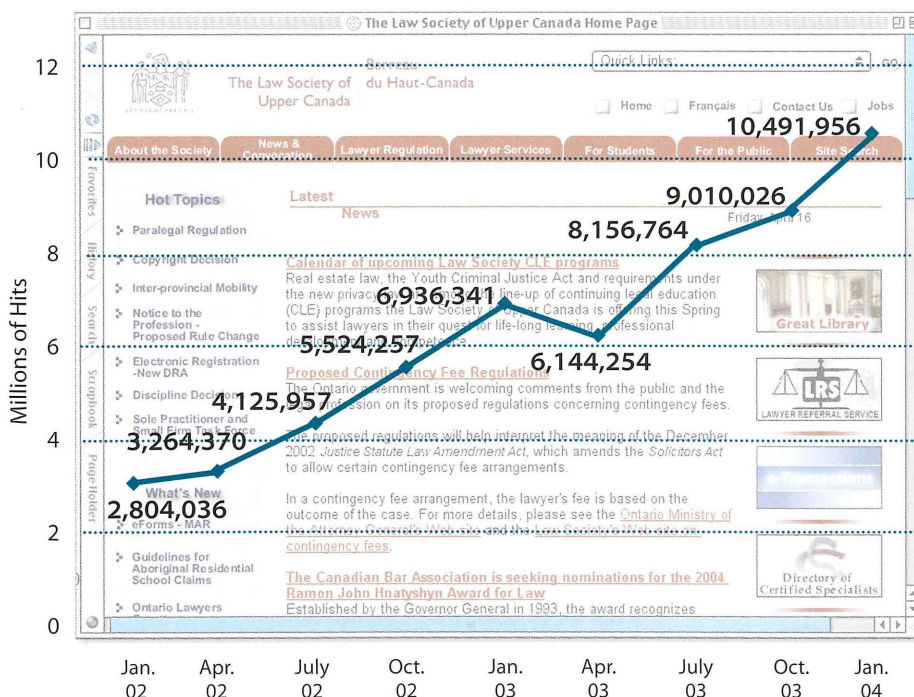
Through the site, members can keep up to date on important issues that affect the legal profession, as well as changes in the *Rules of Professional Conduct*, by-laws and other regulations. They can also access a wide range of resources including practice management support and membership services through the site's Member Resource Centre.

Those planning on entering the profession or transferring into practice in Ontario can find detailed information about the requirements for entry to the Ontario Bar. They can also find

information about the Bar Admission Course (BAC) and the Call to the Bar process.

The Web site is particularly helpful for members of the public. For those who don't know how to find a lawyer, the site provides direction to our Lawyer Referral Service, as well as our online member directory and Directory of Certified Specialists. There is also detailed information about our complaints process and

Number of hits



www.lsuc.on.ca

Total Web Site Traffic			
	<i>In 2002</i>	<i>In 2003</i>	<i>% increase in one year</i>
All visits	537,648	723,458	35%
Pages viewed	2,969,906	3,684,935	24%
Web site hits	47,255,923	90,858,125	92%

the Lawyers Fund for Client Compensation, as well as direction to other legal resources including legal aid, pro bono services, and equity and diversity links.

Media outlets also use the site to access up to date information. All Law Society news releases and information sheets are available online. Full coverage of Convocation, the Law Society's governing body, is posted within 24 hours of the meeting. Convocation agendas and committee reports are also available in advance of each month's meeting.

Content on the home page is updated daily with breaking news and information of interest to the profession and public – accounting for why daily traffic to the site is so high.

Top 10 Most Requested Pages in 2003
Home Page
Member Directory Search Result Page
For Students
Site Search
Member Directory Search Entry Page
For the Public
Lawyer Regulation Home Page
Lawyer Services – Member Resource Centre
Finding a Lawyer
Jobs at the Law Society

We began 2003 with five million hits per month. By the end of the year, we surpassed 10 million hits per month. Over a two-year period, the site has seen a 75 per cent increase in visitors and 233 per cent increase in hits each month.

ONLINE MEMBERSHIP DIRECTORY

Members of the public and profession can quickly and easily locate a specific lawyer by searching the Law Society's membership directory available on the Web site 24 hours a day, seven days a week. This directory is available in real time in that membership information is updated every 24 hours.

As part of the Law Society's goal to have a comprehensive lawyer database, we continued to integrate members' professional development information, such as Certified Specialist status, into the internal member database. In doing so, the database tracks a continuum of information about a member, beginning with his/her application for admission to the BAC and throughout the lawyer's career.

PROFESSIONAL DEVELOPMENT

The Law Society launched a number of new learning methods for lawyers in 2003 that were dependent on technology, including the Interactive Learning Network (ILN), teleseminars and Web streaming.

To support these initiatives, the Law Society increased bandwidth, gaining an improved ability to deliver, and have lawyers access, courses online. The investment in improved bandwidth translates into better quality images and sound for lawyers viewing and participating in ILN and Web cast programs. In 2003, attendance in CLE programs rose 55 per cent to 18,269, with 37 per cent of total attendees participating through these new learning methods.

e-LEARNING

Students enrolled in the BAC can access lectures, video presentations and text materials online through the Law Society's e-Learning site. Toronto lectures can be viewed live or later at the student's convenience in an archived format. Practice examinations and marking guides are also available for review. As well, students can access an interactive online bulletin board, where they can

information, calculations can be completed automatically and members are not required to mail in attachments.

Lawyers can also conduct a range of other transactions online through the Law Society's e-commerce site. Through e-Transactions at <http://ecom.lsuc.on.ca> lawyers can pay their fees, register for continuing legal education programs and purchase course materials online.

The Law Society will continue to promote these electronic services in 2004, especially with nearly **22,000 lawyers indicating they can receive information by e-mail**. In 2003, the Law Society continued to communicate with members via e-mail about important issues and breaking news.

post specific comments or questions pertaining to each course and view other students' postings.

In 2003, there were more than 55,660 visits to the e-Learning site and 88 per cent of students reported accessing it during the Course.

ELECTRONIC TRANSACTIONS

As a service for lawyers, the Law Society enables members to complete and submit their Member Annual Report (MAR) electronically through e-Forms on the Web site. The e-Forms system is easy to use as an alternative to paper filing and is available in English and French.

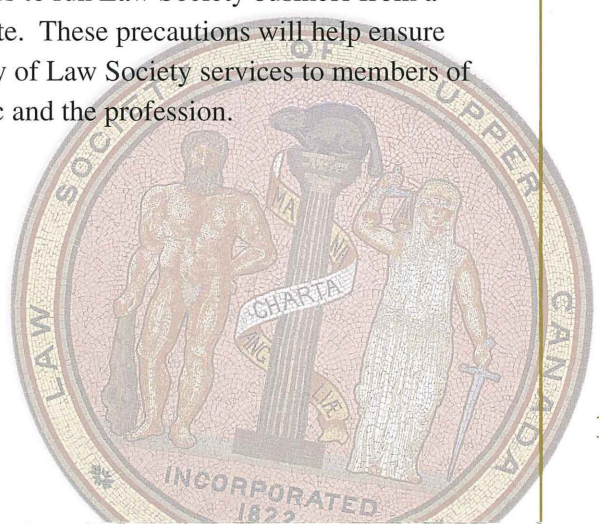
In 2003, 32 per cent of all MARs filed were done electronically. Over 10,750 lawyers took advantage of this convenience, representing an increase of 368 per cent in usage from the previous year.

The Law Society has made a number of improvements to e-Forms to make it even easier for members to use in filing their 2003 MAR. It features pop-up windows that prompt for

The Law Society will continue to promote these electronic services in 2004, especially with nearly **22,000 lawyers indicating they can receive information by e-mail**. In 2003, the Law Society continued to communicate with members via e-mail about important issues and breaking news.

DISASTER RECOVERY

In 2003, the Law Society implemented a strategy that ensures business continuity in the event of a crisis. All files and information pertaining to members is secured and technology is in place to allow us to run Law Society business from a remote site. These precautions will help ensure continuity of Law Society services to members of the public and the profession.



DISCRIMINATION AND HARASSMENT COUNSEL WEB SITE

The Law Society continued to support the operation of a comprehensive Web site for the Discrimination and Harassment Counsel (DHC) Program to provide members of the public and profession with information and options.

Funded by the Law Society but operating at arms-length, the DHC offers support to those who have experienced discrimination or harassment by a lawyer, or within a law firm. The Web site contains valuable information about the program, frequently asked questions, links to publications and other helpful resources. It can be accessed at www.dhcounsel.on.ca.

Publications

ONTARIO LAWYERS GAZETTE

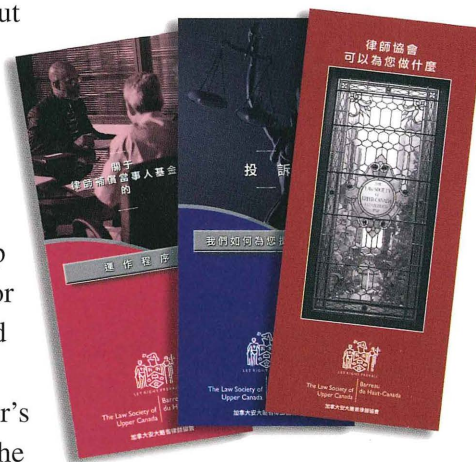
Published six times a year, the *Ontario Lawyers Gazette* is the primary publication the Law Society produces to deliver timely information of interest and relevance to the province's 34,000 lawyers. The Law Society continues to enhance the publication, incorporating useful tools and resources that help members keep on top of Law Society and professional matters, as well as exploring current issues and trends affecting the legal profession.

PUBLIC BROCHURES

The Law Society produces a series of brochures for the public to help them understand how we can help with their concerns or questions and to find a lawyer, how to file a complaint when there is a concern about a lawyer's services or conduct, and how the Law Society may be able to help compensate for losses suffered due to an Ontario lawyer's dishonesty. The brochures also address some questions we receive on issues that are not within our jurisdiction, and provides direction to appropriate resources.

In 2003, we produced an additional 40,000 copies of these brochures in English and French, in response to continuing requests for information from community organizations and other partners.

The Law Society began translating the brochures into Chinese in the fall of 2003. Almost 7,500 copies are being distributed to 20 locations in 2004 where members of the Chinese community can easily access the information.



Media relations activities

In communicating with the public, the Law Society continued to make the organization more transparent and accessible – to help the community better understand how we regulate the profession in the public interest, the services we offer and how the Law Society can help them.

We conduct extensive media relations to increase public awareness of the Law Society's regulatory activities, services and corporate initiatives and community partnerships. We also proactively pursue media opportunities to raise the profile and impact of key legal issues on lawyers and members of the public.

SPECIFICALLY IN 2003 THE LAW SOCIETY:

- Distributed 77 media releases, community notices and other announcements in English and French, on a range of issues of importance

to the public and profession. This included information about money laundering and anti-terrorism legislation, third-party mortgage programs, legal aid, the Discrimination and Harassment Counsel Program and other equity and diversity initiatives, and public and continuing legal education programs on topics such as SARS.

- Continued to distribute a list of upcoming discipline hearings and subsequent disciplinary results on a monthly to bi-monthly basis. As well, most of this information was posted online and distributed to the media province-wide. As a result, numerous media outlets routinely report the results of discipline hearings regarding lawyers within their communities.
- Dealt with 525 requests for interview and photo opportunities, and requests for information from the media.

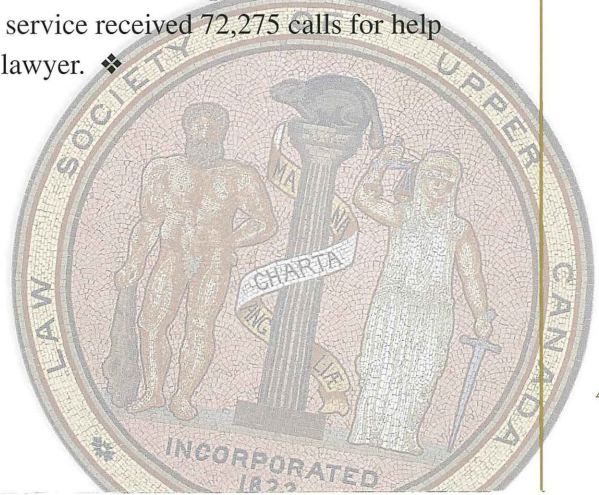
Advertising

We implemented a print advertising campaign in 2003 to improve awareness of the Law Society's Lawyer Referral Service (LRS). Our goal was to provide consumers with information about how to find a lawyer when they might need to learn more about their legal rights and options.

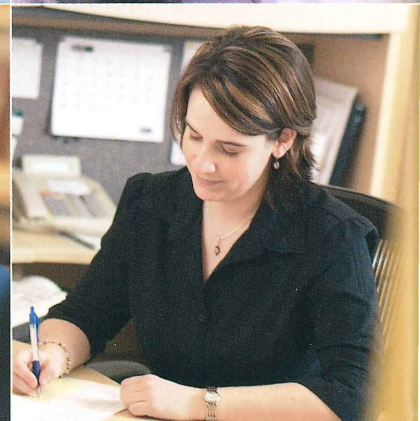
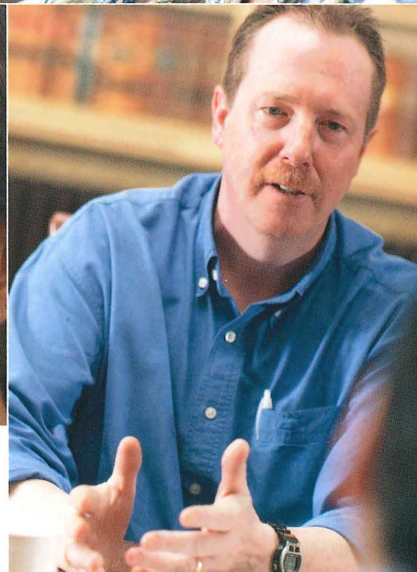
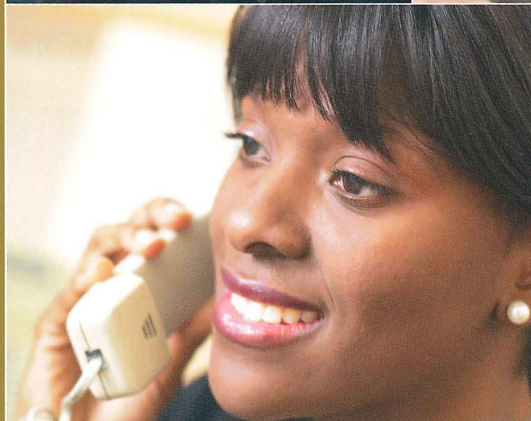
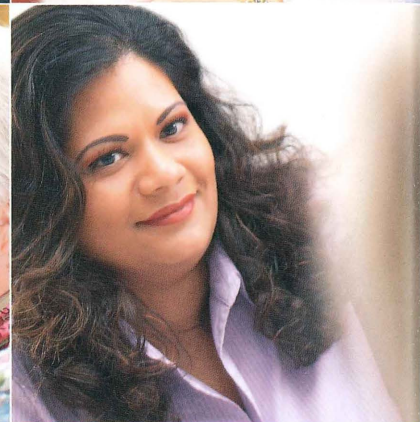
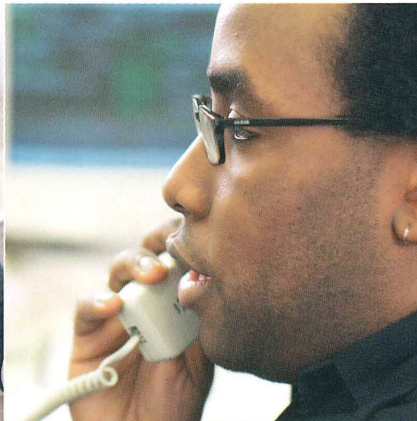
For six months, we ran an ad five times a week in *Metro*, a newspaper distributed freely to Toronto Transit and GO Transit riders, with a daily circulation of 182,000. We also distributed a flyer twice through both Valupak and ActionPak mailings, with a reach of 1.1 million and 2 million households respectively. We distributed four ads through Adreach, a service that distributes ads to 162 community newspapers outside the Greater Toronto Area with a combined circulation of

1.5 million households. We also distributed 180,000 brochures to over 1,500 high-traffic locations across Ontario including community legal clinics, libraries, courts, shelters and government offices.

The Lawyer Referral Service continues to be one of the most in-demand programs of its kind. In 2003, the service received 72,275 calls for help finding a lawyer. ♦



Our operating principles...



Investing in our workforce...

HIRING EMPLOYEES COMMITTED TO SERVICE...

The Law Society emphasizes the importance of serving its members and the public in a timely, responsive and transparent manner.

Key to successfully serving the legal profession and the public is the strength and quality of the people who work at the Law Society.



The people who work at the Law Society are committed to providing quality service and bring specialized experience and expertise to their roles. The Law Society has a very loyal staff who are critical to helping the Law Society succeed in its mandate.

This strong level of loyalty and pride in serving the public and the profession creates a positive working environment. To build on this strength, the Law Society encourages and supports training and development for staff to upgrade and diversify their skills and maximize opportunities for growth and success.

As part of our commitment to promoting diversity and equity, we offer employees training and development opportunities to promote a positive workplace environment.

All new employees attend an education program for the prevention of harassment and discrimination. Managers attend more extensive education programs on addressing harassment and discrimination in the workplace. We also appoint employees from diverse backgrounds, and all levels and departments of the organization to act as advisors under our Harassment and Discrimination Prevention Policy.

Staff also receive support materials that include appropriate language guidelines, policies that support the provision of French language services and tools that help them communicate more effectively with persons with disabilities.

HIRING EMPLOYEES WHO ARE REFLECTIVE OF THE COMMUNITIES WE SERVE...

The Law Society strives to reflect the population of Ontario by encouraging applications from persons representing the diversity of our profession and community.

As of December 2003, 70 per cent of the Law Society's diverse team of 400 employees was comprised of women (up from 66 per cent in 2002).

Women also hold 61 per cent of the Law Society's management positions. In fact, eight out of ten members on the senior management team are women.

A total of 30 positions are designated bilingual in French and English. Also, a significant number of employees can communicate in a range of languages such as Mandarin, Cantonese, Spanish, Portuguese, Italian and Tagalog, to name a few.

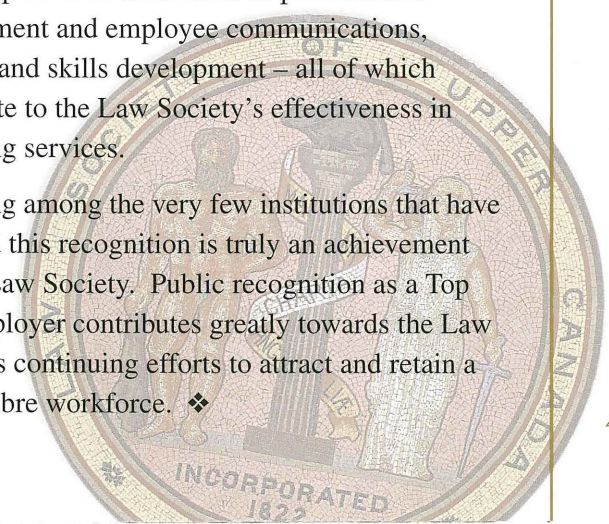
A TOP 100 EMPLOYER

The Law Society was named one of the top 100 places to work in Canada by Maclean's magazine in October 2003 – a significant distinction for our efforts to recruit and retain quality staff and to provide a healthy and supportive environment to serve public and member needs.

Mediacorp, a publisher that specializes in employment-related issues, manages the list of 100 finalists in the competition. Mediacorp reviewed 51,000 employers and invited 6,000 to participate in an extensive application process. Employers were evaluated based on a standard set of criteria, and the top 100 employers were selected and published in Maclean's, followed by profiles in the 2004 edition of *Canada's Top 100 Employers* – an annual guide to best practices in recruitment and retention. The organizations selected are the best in their classes.

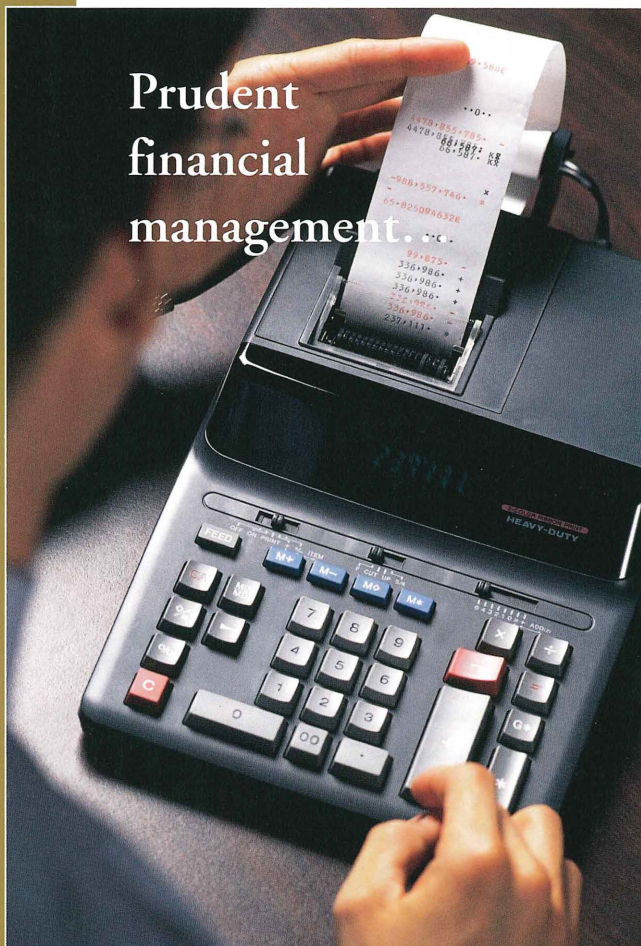
In choosing the Law Society to rank among the top 100, the reviewers rated us as above-average and exceptional in areas such as performance management and employee communications, training and skills development – all of which contribute to the Law Society's effectiveness in delivering services.

Being among the very few institutions that have garnered this recognition is truly an achievement for the Law Society. Public recognition as a Top 100 Employer contributes greatly towards the Law Society's continuing efforts to attract and retain a high calibre workforce. ♦



Our operating principles...

Prudent financial management...



As the regulator of the legal profession, the Law Society of Upper Canada is primarily funded by lawyers. Each year, Ontario lawyers pay membership fees to support the operation of the Law Society, the Lawyers Fund for Client Compensation and County Law Libraries.

In 2003, the membership increased by approximately 1,000 members bringing overall membership to nearly 35,000.

The Law Society's financial position continued to improve in 2003 with healthy Fund balances supplemented by surpluses for the year of \$3.2 million in the General Fund and \$2.5 million in the Compensation Fund.

2004 is the third consecutive year of membership fee reductions, bringing the overall membership fee down **\$341 or 19% over the three-year period**. For 2004, the membership fee of \$1,441, together with LAWPRO's unchanged base premium of \$2,500, means the combined fee is at the lowest level in more than ten years.

MEMBERSHIP FEE COMPONENTS			
	2004	2003	CHANGE
General Membership Fee*	\$1,014	\$1,014	–
Lawyers Fund for Client Compensation	\$230	\$280	(\$50)
County Law Libraries	\$197	\$195	\$2
Total	\$1,441	\$1,489	(\$48)

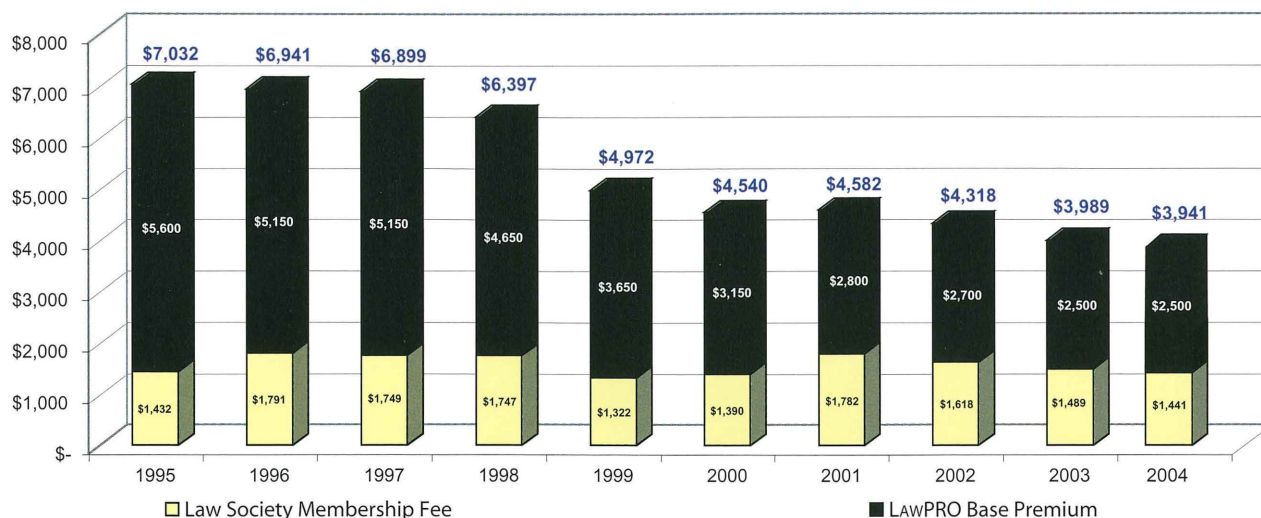
* Great Library expenditures are covered through General Membership Fee.

GENERAL MEMBERSHIP FEE...

The General Membership fee funds Law Society operations. Most of the budgets for the various Law Society functions have not changed significantly in 2004 with the exception of our two core functions: professional regulation and professional development and competence (PD&C).

Increased 2004 expenditures in professional regulation are primarily directed at establishing a Tribunals Unit, which will increase support for hearings, and increased funding for outside counsel fees required for specialized and resource-intensive investigations.

Combined Law Society and LAWPRO Base Premiums – 1995-2004



PD&C expects continued growth in continuing legal education activities in 2004 and the continued development of delivery initiatives including the Interactive Learning Network, teleseminars and on-demand video streams.

LAWYERS FUND FOR CLIENT COMPENSATION...

The Lawyers Fund for Client Compensation ended 2003 with a Fund balance of \$17.4 million, an increase of \$2.5 million as claims experience remains very favourable for the Fund.

LIBRARY SERVICES...

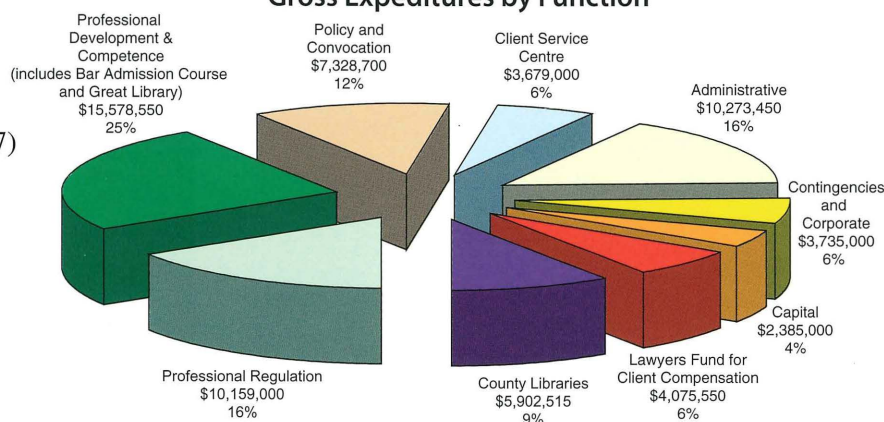
Members support three types of library-related services: County and District Law Libraries (through LibraryCo Inc.), the Great Library and the Canadian Legal Information Institute (CanLII). The County Law Library portion of the 2004 membership fee (\$197) will fund \$5.9 million of total LibraryCo expenditures of \$7.2 million. The Great Library budget requirement for 2004 is \$3 million with an additional \$616,000 allocated for CanLII.

MOVING FORWARD...

The Law Society's continuing healthy financial position enables the organization to move into 2004 with a sustainable budget that allows some predictability for future fees and the funds to deliver and build on the service enhancements we have made in our core programs.

We have now developed and implemented three consecutive budgets that provide appropriate funding enabling us to fulfill our mandate while offering reduced membership fees. We have strengthened our financial position while turning the Law Society into a focused, cost effective, service oriented organization with an annual budget that allows us to deliver effectively on our mandate to govern in the public interest, while providing members with value for their fees. ♦

Gross Expenditures by Function



The Law Society of Upper Canada

CHANGES IN THE MEMBERSHIP OF CONVOCATION

ELECTION OF TREASURER

Frank N. Marrocco, Q.C. was elected Treasurer of the Law Society of Upper Canada on June 26, 2003.

NEW BENCHERS

Mary Louise Dickson was elected a bencher on June 26, 2003, as a result of the vacancy created by the election of the Treasurer.

DEATHS

The Honourable Wesley Gibson Gray, Q.C., a former Treasurer passed away on June 18, 2003.

(After 2003 BENCHER ELECTION – May 22, 2003)

Treasurer

Frank N. Marrocco, Q.C.

Elected Benchers

Robert B. Aaron
Constance Backhouse
Larry Banack
Gordon Bobesich
Peter N. Bourque
John A. Campion
Kim A. Carpenter-Gunn
James R. Caskey, Q.C.
Earl A. Cherniak, Q.C.
Paul Copeland
Carole Curtis
Mary Louise Dickson, Q.C.
Todd Ducharme
Abraham Feinstein, Q.C.
Neil Finkelstein
Alan D. Gold
Gary Lloyd Gottlieb, Q.C.
Holly A. Harris
Thomas G. Heintzman

George D. Hunter

Gavin MacKenzie
Ronald D. Manes
Robert Martin
W.A. Derry Millar
Ross William Murray, Q.C.
Tracey O'Donnell
Laurence A. Pattillo
Laurie H. Pawlitza
Julian Porter, Q.C.
Judith M. Potter
Heather Joy Ross
Clayton C. Ruby
Joanne St. Lewis
Alan G. Silverstein
William J. Simpson, Q.C.,
LSM
Gerald A. Swaye, Q.C.
Beth Symes
Robert C. Topp
Bonnie R. Warkentin
Bradley H. Wright

Appointed Benchers

Andrea Alexander
Abdul A. Chahbar
Andrew F. Coffey
Anne Marie Doyle
W. Paul Dray
Sy Eber
Richard Filion
Allan Gotlib

Ex-Officio Benchers

The Hon. John D. Arnup,
Q.C., LSM
Marion Boyd
The Hon. Michael J. Bryant
Ronald W. Cass, Q.C., LSM
John T. Clement, Q.C.
Austin M. Cooper, Q.C.
E. Susan Elliott
Gordon H.T. Farquharson,
Q.C., LSM
The Hon. George D.
Finlayson, Q.C.
James M. Flaherty

Patrick Garret Furlong,
Q.C., LSM

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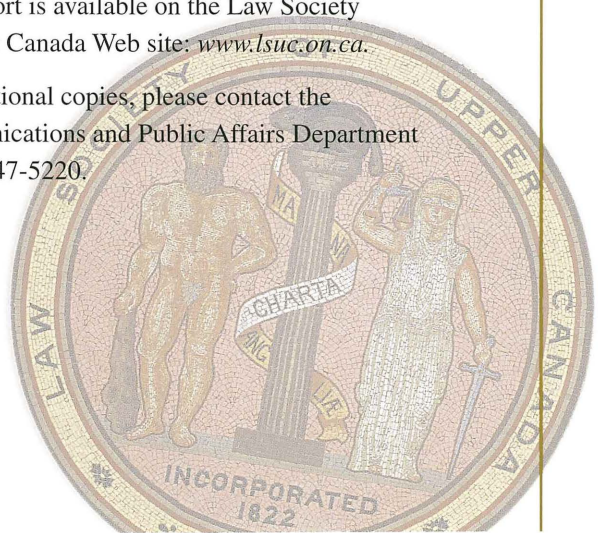
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